

***PROMISING BAY AREA  
COMMUNITY BUILDING INITIATIVES:  
PROFILES AND ANALYSIS***

***BAY AREA PARTNERSHIP:  
BUILDING HEALTHY AND  
SELF-SUFFICIENT COMMUNITIES  
FOR ECONOMIC PROSPERITY***

Prepared by:



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Nancy Frank & Associates





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## FOREWORD

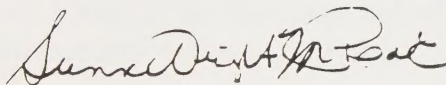
We are pleased to present you with this volume describing Promising Bay Area Community Building Initiatives.

The twenty four initiatives profiled here represent innovative projects which seek to strengthen families and communities. Each initiative employs key elements of the Partnership's Principles of Community Building. These initiatives are inspiring and can be highly instructive to others who are considering their own community building efforts. The profiles also provide a baseline of knowledge for learning as the initiatives mature. Moreover, we suggest a preliminary set of success factors to consider.

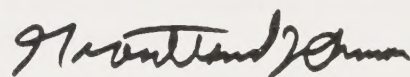
This volume begins with an analysis of the initiatives which establishes a framework for looking at the initiatives and assesses how these seemingly disparate initiatives are alike and not alike. This analysis establishes questions and issues for monitoring the progress of these initiatives over time and may provide a planning or evaluation structure for new initiatives.

We are excited to have this first "snapshot" of community building activities and hope that it helps to stimulate your own thinking and action. We look forward to hearing from you about the lessons and nature of your own community building experiences, initiatives that should be added to the list and ideas for disseminating these profiles to build the understanding and commitment to these initiatives.

Sincere thanks and appreciation is due to the principle researcher and author of this volume, Judy Pope of Nancy Frank and Associates. John Halpin and Angel Ramos also collected information and wrote selected profiles. Nancy Frank edited the entire document and finalized the analysis to ensure its clarity and usefulness as the foundation for future action and learning.




Sunne Wright McPeak  
President and Chief Executive Officer  
Bay Area Council &  
Co-chair,  
Bay Area Partnership



Grantland Johnson  
Regional Director  
U.S. Department of Health and Human  
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## INTRODUCTION

The *Bay Area Partnership for Building Healthy and Self-Sufficient Communities for Economic Prosperity* is a public-private coalition of government, business, community, philanthropic and service leaders committed to developing a new, more effective approach to the way health, social, educational, economic and community development programs are planned, funded and implemented. Current efforts to improve the well-being, self-sufficiency and sustainability of our communities are not successful. Most important is the need to close the gap between those participating in the work force and those unprepared to participate and potentially dependent on public services. *Partnership* members are committed to work together to create healthy and self-sufficient communities throughout the region by applying the principles of successful community building and program design in the context of an overall equitable economic development strategy in the region.

### A Time of Significant Change

This is a time of very significant change—particularly for those responsible for the well being of people, families and neighborhoods. It is clear that whether from a philanthropic, public sector or business point of view our nation has lost confidence in the ways it has traditionally approached the challenge of children, families, neighborhoods and communities in trouble.

At the same time a dramatic consensus is emerging about what will work from among those who have taken a fresh look at what we have learned from a half century of social programs—particularly those of the 1960s and '70s. The elements of this new view are not new. They have been imperatives and watchwords of past efforts but which - when applied as a whole in a local context - are showing significant and dramatic opportunity for success. The Partnership, convened by Sunne McPeak, President, Bay Area Council, and Grantland Johnson Regional Director, U.S. Department of Health and Human Services – Region IX, adopted a set of basic principles underlying this new approach based upon some research initially supported by the United Way of the Bay Area and reflected in work undertaken by numerous foundations, local governments, community organizations and neighborhood groups.

### PARTNERSHIP PRINCIPLES

- Start with and focus on the outcomes and goals we all agree must be achieved—not programs.
- Build on all the assets of families, neighborhoods and individuals—not just service programs.
- Involve and invest in communities and neighborhoods as “customers”— not as “clients.”
- Provide comprehensive support for families and individuals—not fragmented, disconnected services.
- Promote collaboration between funders and policymakers—not just agencies.
- Prevent problems before they occur—not just relief after the fact.
- Be culturally competent and aware of the community—not administrators and designers of externally determined programs.
- Rebuild systems and bring promising initiatives to scale—no more pilots!



## **Linking Economic Development and Healthy Families, Neighborhoods and Communities**

The Partnership has also developed the view that, without a focus on and strong linkage to employment and related economic development opportunities, this new focus on neighborhoods, community assets, collaboratively organized initiatives will not be enough to build the healthy families and communities we are seeking.

Economic development, education, family support services and employment training are all in the same business of helping children, families and communities. There is an interrelationship between neighborhoods, family support programs, schools and the economy. Children need to be healthy and feel safe in their neighborhoods so they are able to learn. Parents need jobs in order to provide the supportive environments for their children. The economy of the region requires a stable, competent workforce to be competitive. Thus, an additional principle becomes:

- **Promote equitable region-wide economic development growth and make sure it is linked to local human service, education and local development resources and opportunities.**

## **Making the Bay Area More Competitive**

The strategic imperatives of the intersection between human services and the economy are:

- **Regional economic competitive advantages are the key to job generation.**
- **Neighborhood economic development is most likely to succeed if tied to a regional economic advantage strategy.**
- **The challenge is to reach neighborhoods and communities which have not fully participated historically in the economy or achieved acceptable levels of self-sufficiency.**
- **Work force preparation is the key.**
- **New models of workplace preparation (education) and human services (family support, employment and training) are essential.**
- **New models must embrace community, family assets, the value of self-sufficiency and a learning environment.**
- **Local collaboration, neighborhood involvement and public partnerships are the key to a new model of family assistance and human services.**

## **A Conceptual Framework for Action**

This commitment to design local solutions that cut across disciplines—family support, education, employment and training, economic development—requires a level of interdisciplinary, collaborative action that is unprecedented. At the same time, as significant as the organizational, funding, legal, historical and turf challenges of such an endeavor may be, it

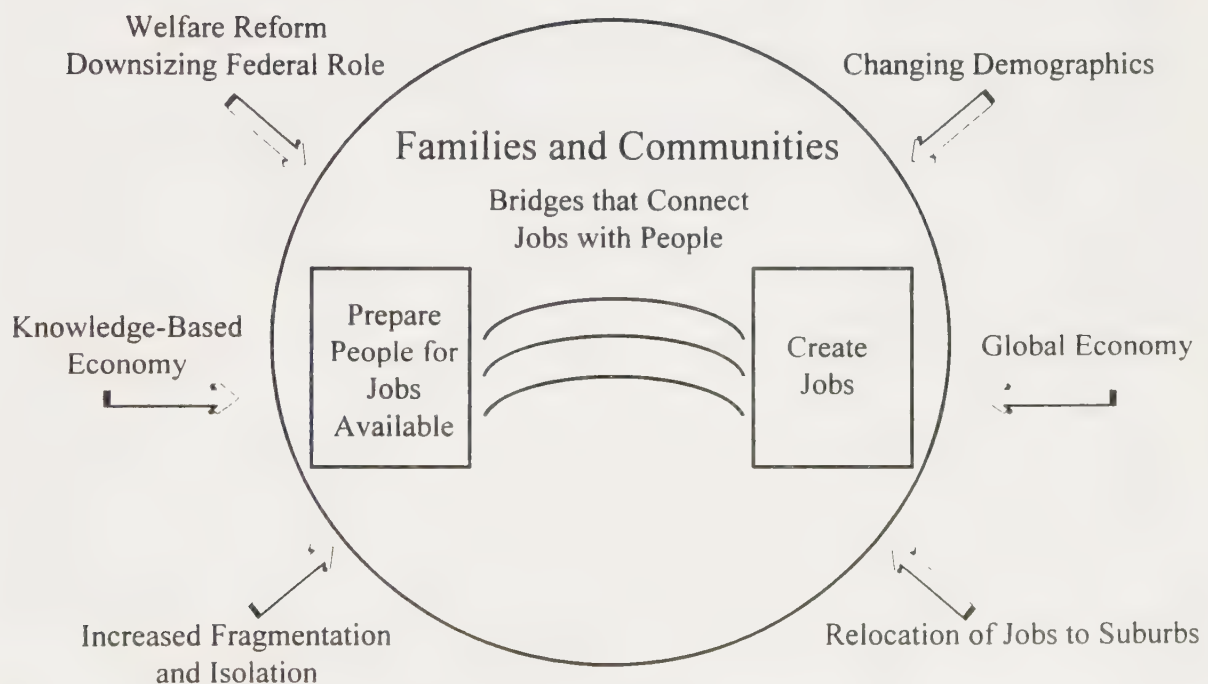


offers the opportunity for a more unified, focused effort to achieve a set of goals on which all of us in the Bay Area can agree. A region in which economic interests, nonprofit and public sector service programs and educational programs can all rally around common children, family and workforce goals has the best chance to build healthy, safe and self-sufficient communities.

The framework below is a first step in creating a common set of understandings that should facilitate our approach to this challenge. It puts families and communities at the center of our collective equation. It recognizes that the universal hope and expectation of residents—particularly those in impacted neighborhoods - is for jobs and the opportunities that will sustain them. It means that strategies for job creation and for labor market preparation approaches will be coordinated. It means that neighborhoods and communities will establish a set of outcomes they wish to achieve. It calls upon organizations that provide support to families, children and individuals to gear their programs to support the economic goals and the related family support and community safety, stability and infrastructure goals. It shows the importance of housing, transportation, health care, substance abuse treatment and other local, cultural and social intermediaries in achieving success.

The framework below should help us think about the relationship between these disciplines as well as the host of challenging issues that must be addressed.

## Employment Conceptual Framework



Together, Work Towards Full Employment and Reduced Poverty

Adapted from Neighborhood Funders Group, National Conference on Jobs and the Economy February 21-23, 1996

# Employment Conceptual Framework

Welfare Reform  
Downsizing Federal Role

Global Economy

Knowledge-Based  
Economy

Changing  
Demographics

Relocation of Jobs to  
Suburbs

Increasing Fragmentation  
of Government Programs

War of Inflation  
Deflates Wages

## Prepare Labor Market for Jobs Available

- School to work programs - working and learning connected
- Training on the job
- ESL classes
- Job search skills
- Job training programs for specific work/vocations
- Job readiness training changing worker attitudes, habits & behavior
- College education
- Life-long learning habits
- Community college programs
- School reform/restructuring programs - EDD, PIC Gain, General Assistance, Health & Human Services, HUD, Education, Commerce, Transportation, Defense
- Literacy programs

## Bridges Needed to Connect Jobs with People

### Support Services to Families

- Housing
- Mutual Support
- Substance Abuse Treatment

### Supportive Policies and Services

- Transportation
- Health Care
- Child Care

**Information - Contacts -  
Networks of Relationships**  
Intermediary agencies  
"matchmakers"

### Reduced Employer/Societal Biases

### Partnerships

## Job Creation

- Relocation of big employers to region
- Small business development
- Promote self-employment
- Economic incentives to employers to expand business (tax incentives)
- Worker co-ops
- Wage subsidy policies
- Non-profit business development
- Regional economy expansion
- Porter's competitive inner city project
- Community service employment
- Community development corporations
- Government Programs - Enterprise enhanced enterprises, etc. HUD, Labor, Agriculture, Defense, Commerce
- Availability of capital loan programs. Lending Circles, Grameen Bank
- Industry/employer diversification

Target Populations: AFDC Clients

Residents in Distressed Neighborhoods

People Returning from Prisons

People with Special Challenges - Low Wage Workers, Displaced/Downsized Workers,

Youth, People with Disabilities.

## Together, Work Towards Full Employment and Reduced Poverty

Adapted from Neighborhood Funders Group, National Conference on Jobs and the Economy February 21-23, 1996



## **Promising Initiatives**

From its inception, members of the Partnership have acknowledged that there are a host of new and promising initiatives throughout the Bay Area that are applying the Partnership Principles. They exist in many sizes, shapes and forms and have emerged for a variety of reasons and purposes. Some are neighborhood based. Others are county-wide or even two-county initiatives. Some came into being as the result of federal or state initiatives, for example, Healthy Start and Enterprise Zones. Others emerged from a variety of local factors such as services integration, school reform and base closures. One of the goals of the Partnership is to identify and learn from these initiatives; to promote and encourage them; and ultimately, in the near future, see them brought to scale!

This volume describes the goals, purposes and work of twenty-four such promising efforts and offers a brief overview and analysis of the group.

The purpose of this volume is to provide the reader with:

- ideas on the shape and direction of several promising initiatives
- contact points for further information and inspiration
- a beginning framework for tracking and monitoring the work of these and other initiatives
- some initial hypotheses on the central elements of success for these efforts.





## OVERVIEW AND ANALYSIS





## OVERVIEW AND ANALYSIS

### Background

This volume contains profiles of twenty four promising multi-sectoral community-building initiatives operating in the nine county Bay Area. These descriptive profiles were developed for the Bay Area Partnership for Building Healthy and Self-Sufficient Communities for Economic Prosperity by the Northern California Council for the Community (NCCC), a nonprofit organization serving as Secretariat to the Bay Area Partnership. The initiatives exemplify the principles that the Bay Area Partnership believes are essential to building healthy and self-sufficient communities.

Taken together, the profiles illustrate a remarkable upsurge of work throughout the Bay Area that seek to reduce bureaucracy, blend traditionally separate types of services and engage diverse groups in order to strengthen families and communities. There is great variety among the initiatives in how they are attempting to do this.

The following brief analysis will present some of those initiatives' similarities and differences and will explore the conditions needed to nurture such innovation. Future research questions raised but not answered by these brief profiles are also presented.

### Methods and Limitations

The profiles presented here reflect initiatives that members of the Partnership identified as promising and instructive to others committed to the "Principles" described above. These profiles are not inclusive of all innovative projects in the Bay Area. Nor are they a scientifically selected random sample. However, this large and diverse grouping of profiles is highly instructive and reasonably allows the development of conclusions and hypotheses to guide further analysis and action.

The profiles are descriptive rather than evaluative. They are easily readable "snapshots in time," as presented by those working on the initiatives. Key staff or members of each initiative were contacted directly to collect written and interview data for their profile. Most draft profiles were reviewed and approved by initiative staff.

Finally, most of the initiatives described here are in the early stages of development. Fewer than one third can be described as fully implemented and at least four were still in the planning stage during the development of these profiles (Fall, 1996). Thus, much of the information on the methods and progress toward achieving their goals is prospective. We hope to follow them as they embrace the realities of implementation. There is great potential for learning from these projects as they move from the ideal to the real.

## **Variety Among Initiatives**

The 24 projects presented here vary in many ways. Major differences include:

### **1. Size of Geographic Target Area**

The initiatives focus on a full range of geographic areas with 8 targeting a specific neighborhood or set of neighborhoods within a city and 9 targeting a city or county . There are 6 projects covering multi-county areas and 1 project that focuses on local areas -- counties or small regions -- but is replicated in multiple communities nation-wide.

### **2. Core Focus**

The very nature of multi-disciplinary approaches to strengthening communities makes it difficult to “characterize” projects without falling back on traditionally categorical or limited definitions. However, while drawing from many disciplines in their interventions, the core focus of the initiatives analyzed here fall roughly into the three categories of:

- ▶ Economic Development and Employment
- ▶ Service Systems Redesign
- ▶ Youth and Education

Approximately one-third of the projects fall into each of these categories. However, the overlap among these groups is significant. An initiative which restructures the social service delivery system to provide comprehensive support services to youth within the school setting is both systems redesign and a youth project. An initiative that connects school-aged youth with after-school and summer jobs has both an employment and youth focus.

It is not important to resolve this ambiguity -- the significance is to realize that traditional categorical lines are blurring. And that blurring, or broadening and integration of the range of approaches to strengthening communities, is fundamental to the vision of the Partnership.

### **3. Stage of Development**

A total of 7 of these projects are well into implementation. Another 4 are in start-up or planning, and the remaining 13 are in the very early stages of implementation. The large number of relatively new projects reflects the newness of the trend toward broad community-building efforts examined here. It will take time to learn how these projects are able to move from concept to mature implementation. Fortunately, the few more mature projects will help us to address other key questions about the effectiveness and durability of the efforts a little bit sooner.

## **Common Characteristics among Projects**

Some common themes or trends are clearly emerging from these profiles. One purpose of this analysis is to begin to identify key elements of successful initiatives for further tracking and analysis. More immediately, however, these tentatively identified common elements can begin to guide others in their efforts to implement the Principles. Common characteristics include:

### **1. Leadership and Vision**

There appears to be strong leadership in each project. In some instances, those leaders had a vision and even a strategy in mind before any significant funding opportunities became available. Leadership is coming from a wide range of sectors including business, local government, schools, community based agencies and funders. Leaders are motivated by cutbacks in funding for their programs and an understanding that the systems in which they are operating require substantial change if the real needs of individuals and communities are to be met.

#### **a. Professional Leadership**

Much of the acknowledged leadership for these initiatives comes from individuals who are frustrated and ready to address the problems and inadequacies of the programs, agencies, departments, schools or businesses that they run. While people in these positions traditionally have a strong investment in the existing “system,” these special individuals’ commitment to addressing real community problems has driven them to system-changing action despite the added (and often non-paid) workload in their lives. These leaders are motivated and ready to take risks.

Leaders include school superintendents who admit that their schools are failing too many students, county child welfare directors who see children removed from their parents because of preventable family crises, economic development directors who acknowledge that programs dictated by City Hall are failing in the neighborhoods, and business leaders who realize that providing computers to schools cannot compensate for outdated curricula.

It will be important to watch these leaders over time to learn what helps them to be successful and what supports they need to continue.

#### **b. Community Participation and Leadership**

Few of these programs were initiated by community residents themselves yet most projects report a solid base of community participation and input. This participation comes in many forms including provision of input on community needs and approaches to meeting those needs, participation on planning and oversight committees, volunteer or paid participation in the actual implementation of projects in a range of ways (e.g.: selection of staff, outreach and organizing, making funding decisions) and feedback on the success of efforts.

It is very important to realize, however, that these profiles do not fully describe the nature and degree of this involvement and much more information is needed. With community engagement viewed as both a key ingredient to and an outcome of community-building efforts, it will be very important to better understand the nature of this participation over time.



## **2. Funding and Institutionalization Opportunities**

In addition to leadership, the presence of a significant funding source is clearly important to the start-up of most of these initiatives. However, some initiatives with strong leadership speculate that they would have found a way to carry out their projects regardless of whether one specific set of funds had become available. The ways in which leadership and funding act together and independently as catalysts for initiatives will be important to examine over time.

The majority of initiatives are supported by a new and outside source of funding. This “new” funding may have come in response to a specific crisis or opportunity in a specific geographic area (Mare Island Naval Base closure, Marin City Project). Most of the larger initiatives grew from funder-initiated, project-specific and time-limited funds for projects demonstrating improved effectiveness in one of the core focus areas of economic development and employment, service systems redesign, and youth and education. Proliferation of these demonstration funds is reflective of a growing recognition of the need for change in these systems from a wide range of public and private funders.

While a single large funder may be the catalyst for the start-up of the project, the long term durability of any project appears to depend on the ability of initiative leaders to replace or supplement that original funding with support from a broader range of sources. Ideally, this broader range of sources will reflect integration of the project into existing public and private policy making and service delivery systems. Over fifty percent of the initiatives profiled here identify this “systemic change” as a key objective. Long term durability and the relationship of that durability to systems change will be important factors to watch over time.

In a few instances, smaller initiatives (Centerville, Redwood City 2000) have been able to operate through reorganization of internal resources without specific new funding. Given the continual cutbacks in federal, state and local funding in recent years, this has been quite an accomplishment in those settings. Different funding sectors seem to be supporting different types of projects. In the initiatives presented here, the following trends can be seen:

### **a. Government Funding**

Public sector funding played a critical role in supporting the early stages of most of these initiatives. In fact, staff cited federal funds as key in 10 projects, state funds are cited in 3 projects and city and/or county funds are cited as key in 7 projects.

Two important factors have made federal funding key in the start-up support of these initiatives. One factor is the sheer size of funds available. Federal funds often provide multi-year support in the hundreds of thousands of dollar range. Secondly the federal government has actively sought to support new efforts to address complex community-based problems and has tailored its funding guidelines to encourage creativity and new efforts. Federal support can be seen in a number of profiled initiatives including: Family Preservation and Support Act funds for social service reorganization (ICPC, SF Family Preservation and Support Plan, Peninsula Partnership), funds

from the departments of Education and Labor for educational reform and career readiness (East Bay School-to-Career Partnership, Workforce Silicon Valley, Napa Valley Business-Education Partnership) and Enterprise and Enhanced Enterprise zone funds supporting community economic development efforts (Fruitvale BART Transit Village, SF Enterprise Community Initiatives).

Among the initiatives profiled, the State of California has played a smaller role in stimulating systemic reform. The primary source of support has been Healthy Start funding which counties are using to blend services for children and families provided through schools and other community-based facilities. Family services centers supported by these funds have been developed by the ICPC in Alameda County, the San Francisco Department of Family and Children's Services and the Futures project in San Mateo.

Cities and counties have taken an active leadership role in supporting the development of creative new programs to address community issues and have provided funds for those activities in a number of instances. City and county staff have provided extensive leadership and staff support to many of these initiatives and the cost of this participation cannot be calculated. With their smaller overall budgets and severe cutbacks in recent years, their leadership, staff support and direct funding of these initiatives represents considerable commitment.

#### **b. Private and Community Foundations**

National and local foundations (private and community foundations and the United Way) are cited as key funders in 7 initiatives profiled. These foundations are most likely to support collaborations to redesign child and family service systems. Examples include: the Peninsula Community Foundation's support of the Peninsula Partnership and the Futures Project, a collaboration of foundations' support of the Beacons Initiative in San Francisco, and grants from the Haas Jr. Fund, East Bay Community Foundation and Stuart Foundations to the Interagency Children's Policy Council of Alameda County.

While fewer foundations are supporting the economic development activities profiled here, a few include: the Marin Community Foundation's funding of the Marin City Project, the Hewlett Foundation's grant to the ICPC community services center in West Oakland and the James Irvine Foundation's support of Asian Neighborhood Design's self sufficiency project.

#### **c. The Business Community**

The majority of business-sector involvement is focused on strengthening the ways that schools prepare youth to be productive and successful workers. In each of the four educational reform initiatives profiled (East Bay School-to-Career Partnership, Napa Valley Business Education Partnership, Workforce Silicon Valley and Joint Ventures Silicon Valley), local business leaders have teamed up with public school officials to initiate serious educational reform. It is interesting to note that business support has been predominantly through provision of in-kind staffing, equipment and training rather than cash grants to pay for staffing or operating expenses.

An exception to this is the Jobs for Youth Collaborative in San Francisco. This initiative matches job-seeking youth directly with employers and is not school-based. Jobs for Youth receives the majority of its operating funds from the 27 largest businesses headquartered in San Francisco.



### **3. Creative collaboration to address multifaceted problems.**

The development of creative collaborations to address complex community-based problems is an important and consistent feature of the initiatives profiled. The collaboratives vary greatly in size. Initiatives are teaming schools with social service providers, schools with businesses, and social service providers with job trainers and economic developers in ways that have not been tried before. In most instances, the community is teaming with each of these sectors.

There is much to be learned from this. While these emerging collaboratives are broad-based in the planning stages, it is unclear to what extent participation will be sustained throughout implementation. It is also unclear, in the larger collaboratives, what roles collaborative members play and how active they are. The way collaborative members contribute or participate, whether they stay over time and how decisions get made in these initiatives will be important to watch.

### **4. Focus on Outcomes**

Seventeen initiatives reported having identified measurable outcome objectives to meet their goals. The remaining seven initiatives had not progressed far enough in their planning to have identified their desired outcomes but reported that they were headed in that direction. This is an important finding and represents a significant shift among both funders and providers. After decades of monitoring “inputs” or services provided as endings in and of themselves, outcome measures designed to give meaningful information about progress toward solving family and community problems are being used.

Examples of how this outcome focus results in programs that are different than “business as usual” include: Job training and support from the Center for Employment Training does not stop until a client is placed in a job. SUCCESS in San Mateo seeks to not just to move families off of welfare, but to move them into jobs with livable wages. The Long Term Self-Sufficiency Project will measure its progress against seven identified elements of healthy communities.

Some projects are measuring other types of outcomes as well. Redwood City 2000 will be assessing the number of hours that staff spend at meetings to see if collaboration reduces meeting time in the long run. The two neighborhood collaboratives under the ICPC have set specific outcomes addressing parent involvement and leadership.

This shift in focus toward outcomes has led to a new emphasis on evaluation, with funders increasingly requiring evaluation as a condition for funding. Some projects (e.g.: the East Bay Corridor Public Safety Partnership, the Peninsula Partnership, the Napa Valley Business-Education Partnership and the Marin City Project) report that they or their funders have hired outside evaluators to help them measure their success. Others (Centerville, Redwood 2000 and the Community Action Project) are currently conducting their assessments in-house.



## Conclusions and Questions

This preliminary analysis suggests that strong leadership, a key initial funding source, diversification of funding over time and the capacity to become institutionalized are critical and common ingredients in each of these initiatives. These ingredients appear in projects with wide variety in the geographic target area and the range of core issues addressed. Initiatives also vary in maturity from the early planning to full implementation. The relative newness of all of the projects presents a great opportunity for ongoing analysis. In addition to watching how these initiatives progress toward their goals, this ongoing analysis can further define the key elements of success and begin to answer key questions. These questions include but are not limited to:

1. How is community involvement developed and sustained in strong, long-lasting initiatives?
2. Are both leadership and key funding necessary to begin a strong initiative? What is the relationship between these two factors? Are additional elements necessary from the beginning?
3. How do initiatives change as they move from planning to implementation? Are there planning lessons to be learned that will increase chances for success?
4. Is there an ideal size for the active membership of collaborative change efforts? Is there a size at which they become too large?
5. Do the initiatives actually change existing systems and funding streams or do they create new ones?
6. Are communities able to measure their success in terms of meaningful outcomes? Do they need assistance to do this?
7. How can funders best contribute to the success of initiatives?
8. Will successful models be expanded “to scale” to meet the needs of larger communities?



# ECONOMIC DEVELOPMENT AND EMPLOYMENT





## *Promising Bay Area Community Building Initiatives*

**Project:** CENTER FOR EMPLOYMENT TRAINING (CET)

**Contact:** Max Martinez, Director of Staff Training  
408) 534 5433

**Agency Description:** CET is a vocational and educational job training program which has received national attention for its ability to find lasting, high paying jobs for those who are in greatest need and are hardest to serve. Key to CET's success is its holistic approach which combines remedial education, job skills and readiness training, and life skills instruction with critical support services such as child care and counseling.

CET's mission is based on the philosophy of self-determination and seeks to promote the human development and education of low income people by providing them with marketable skills, training and supportive services that contribute to economic self-sufficiency.

\*\*\*\*

**When Established:** CET was founded in 1967.

**Geographic Target:** CET is a national program with 31 sites. Its headquarters are in San Jose, CA.

**Population Target:** Those people most in need of jobs and hardest to place

**Organizational Structure:** CET is a nonprofit, community-based corporation. Each CET site is supported by an Industrial Advisory Board and has a Technical Advisory Committee for each skill offered.

**Key Funding Source:** 60% of CET's funds come from the Federal Job Training Partnership Act (JPTA).

**Numbers Served:** CET can serve 2,500 - 3,000 clients at one time nationally and places approximately 3,000 clients in jobs per year.

### **KEY ACTIVITIES OF THE AGENCY**

- Labor market studies to determine what skill training to provide in each community
- Outreach and intake
- Assessment and counseling to assist clients in choosing their own career path
- Job training and basic skills remediation (including GED preparation)
- Life skills and workplace know-how instruction
- Job placement and follow-up to ensure stable employment and job growth
- Secondary support services such as child care, counseling, immigration education services, and a range of specialized services for farmworkers in California.

## ***Promising Bay Area Community Building Initiatives***

### **Center for Employment Training (cont.)**

#### **DISCUSSION**

Average training time at a CET program is about seven months. A total of 28 job training options are offered by CET nationwide. Local offerings are based on geographically focused labor market studies. Most CET centers are accredited through the Western Association of Schools and Colleges which validates the quality of education at CET and allows participants to be eligible for federal financial assistance. Approximately 85% of students receive some financial aid.

CET believes that several aspects of its program are critical to its success. In addition to the provision of support services, CET students remain in training until placed in a job; CET's program is unique in that it teaches job skills and provides remedial education simultaneously; and CET instructors come from the industries for which training is provided.

Average annual income of clients is \$6,256 before training and \$18,233 after training (includes estimated 20% in fringe benefits). In 1995/96, 69% of CET's clients were aged 22-44, 38% had limited English speaking capabilities, 50% were single parents, 31% were welfare recipients, and 41% were migrant/seasonal farmworkers.

#### **MORE ON COSTS AND FUNDING**

With 60% of its funding coming from JPTA, the balance of funds come from federal financial assistance to students (25%), public and private vocational rehabilitation agencies, JOBS/GAIN programs, foundations and other sources.

9/96



## *Promising Bay Area Community Building Initiatives*

**Project:** CENTERVILLE COMMUNITY INITIATIVES

**Contact:** Beth Schoenberger, Assistant to the Fremont City Manager  
510) 494 4803

**Project Description:** The Centerville Community Initiatives is a constellation of actions by the city of Fremont to improve the quality of life in a neighborhood with a decaying downtown and residential blight. In the fall of 1996 neighborhood residents demanded action from the Fremont City Council. City staff responded with actions and ideas for using short- and long term strategic planning to deal with problems of economic decay, crime, youth truancy, lack of affordable housing, and abandoned or dilapidated buildings that become sites of vandalism and neighborhood disruption.

Centerville is a test of the ability of residents to work side by side with cash-strapped and short-handed public agencies to create an economically vital, safe and diversified community.

\*\*\*\*

<b>When Established:</b>	The initiatives are an outgrowth of a Community Action Plan for Centerville adopted by the Fremont City Council in December, 1995.
<b>Stage of Development:</b>	Fremont has made some progress on each of the 19 action steps listed in the Community Action Plan, most of which also call for the development of longer-range strategies.
<b>Geographic Target:</b>	The Centerville District of Fremont
<b>Population Target:</b>	The 40,037 residents of the Centerville District
<b>Organizational Structure:</b>	A 12 member team of city staff is under the direction of the Fremont City Manager.
<b>Key Funding Source:</b>	Fremont general fund money as part of normal city operations

### **KEY PLAYERS AND HOW THEY WORK TOGETHER**

- Fremont city staff who worked together on the action plan—people from fire, police, planning, housing, human services, recreation, redevelopment and the city's legal department—have renamed themselves the Neighborhood Rapid Response Team. The team will continue to work on the Centerville initiatives and will also apply what it has learned from the Centerville experience to working more effectively in other Fremont neighborhoods.
- The Fremont City Council has been very supportive. It approved the plan presented in June describing 19 action steps and also voted to use general fund money to hire a Neighborhood Resources Manager who will work with Centerville and other community-based projects.

## *Promising Bay Area Community Building Initiatives*

### **Centerville (cont.)**

While concerns by some community residents started the city's response, community involvement has been relatively unorganized to this point. One of the most important next steps is to develop a community-based leadership group.

#### **KEY ACTIVITIES**

- The use of community policing and problem solving involving the police department, residents and manager of an apartment complex on Central Avenue to respond to complaints of noise, arson and vandalism at the complex
- Collection of data and information about the district, including income levels, population and crime statistics
- Meetings with stakeholders, including a series of small meetings with district residents to hear their priorities for action, a meeting with staff of social services agencies located in Centerville, and efforts to reach out to the business community
- Amendments to local ordinances that give the city and residents greater power to prevent buildings from falling into disrepair
- Analysis of possible zoning changes to encourage house construction
- Study of local taxation districts which would allow locally generated taxes to be funneled directly back into specific neighborhood improvements such as lighting, trees, and other landscaping

#### **DISCUSSION**

The city has taken concrete steps in each of the 19 areas identified in the 6 month action plan. However most of these involve the development of longer-range strategies. At the same time the city is struggling to staff the initiatives, since of the nation's 100 largest cities Fremont has the lowest ratio of city staff to residents.

Some of the action steps affect not just Centerville, but city-wide problems. For example, the ordinance amendments giving city staff increased authority to deal with "nuisance" properties is applicable city-wide. In addition, staff say that what they are learning about a more organized and integrated approach to solving neighborhood problems will be applied to a wide variety of city issues.

City staff are anxious to develop a working partnership with Centerville residents. They warn that unless local businesses, organizations and residents get involved in defining options and doing real work, there will be very little the city can do on its own to revitalize the neighborhood. The city hopes to raise or find the money to hire Community Focus, a nonprofit agency that facilitates community problem-solving, to initiate a city/community collaborative process.

# *Promising Bay Area Community Building Initiatives*

## **Centerville (cont.)**

### **TIMELINE**

Staff hope to begin the community involvement process this fall, or by January 1997 at the latest.

City staff warn that public projects to improve the physical landscape of Centerville may take up to 3 years, while the pace of private development depends on market forces and is almost impossible to predict.

### **EVALUATION AND DESIRED OUTCOMES**

Once a city/neighborhood collaborative is formed, one of its tasks will be to determine community-based outcomes.

The Neighborhood Rapid Response Team has been conducting an on-going internal evaluation of its own process.

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## *Promising Bay Area Community Building Initiatives*

**Project:** FRUITVALE BART TRANSIT VILLAGE

**Contacts:** Arabella Martinez, Chief Executive Officer, Spanish Speaking Unity Council  
510) 535 6900

**Project Description:** This redevelopment project represents a large public/private partnership to create a mixed-use development on approximately 20 acres surrounding the Fruitvale BART station in Oakland. The Fruitvale BART Transit Village will include over 250 units of affordable and senior housing. On-site services will include a health clinic, a senior center, a child care center, a senior center, social services and a library. Open space will allow for small business carts and cultural activities. Facade improvement and support for existing businesses on the key bordering arteries of Fruitvale Avenue and East 14th Street will be supported with Hope 6 HUD funding and an anticipated grant from the National Trust for Historic Preservation through its national Main Street Project.

### **Project Goals:**

To increase and improve the local business market

- To attract business from residents and commuters
- To create jobs for local residents
- To provide for the real and perceived safety of the area
- To provide quality housing
- To provide new community facilities
- To improve the physical attractiveness of the area
- To improve the investment climate for potential employers
- To increase the accessibility/efficiency of social service agencies
- To organize and empower merchants and residents of the area
- To provide a common focus for community pride and effort
- To increase resources allocated to the Fruitvale by the City of Oakland
- To establish a higher profile for the Fruitvale
- To increase the community's control over assets/property
- To reduce pollution and congestion through increased public transit ridership

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**When Established:** First planning money received in 1992.

**Stage of Development:** Construction scheduled to begin in October 1996.

**Geographic Target:** Oakland's Fruitvale District.

## *Promising Bay Area Community Building Initiatives*

### **Fruitvale (cont.)**

- Population Target:** All 52,000 residents of the ethnically diverse Fruitvale neighborhood, others from Oakland who will use on-site services, transit riders and others who will shop in the area. The Fruitvale is commonly viewed as the business and cultural center for Oakland's Latino community.
- Organizational Structure:** The Spanish Speaking Unity Council, a nonprofit community development corporation, is Master Developer of the project. BART is owner/lease holder of much of the land on which the project will be built.
- Costs & Funding Sources:** The project is estimated to cost \$100 million. Primary funders are the City of Oakland with Federal Enhanced Enterprise Community and Community Development Block Grant funds, and the federal Department of Housing and Urban Development.

### **KEY PLAYERS AND HOW THEY WORK TOGETHER**

- As Master Developer of the project, the Spanish Speaking Unity Council oversees technical development and fundraising and facilitates the involvement of other players. SSUC will also move its main offices and its child development program to the site.
- The City of Oakland provides support in many ways. In addition to providing staff support for planning issues, the City will locate a senior center on the site, has allocated Community Development Block Grant and Enhanced Enterprise Community funds to the project, has created the necessary transit zone for high-density multi-use development, and has helped to expedite planning and review processes.
- The Fruitvale Community Collaborative, a partnership of community-based organizations addressing issues of crime, drug abuse, youth activities and other neighborhood involvement projects recruited Fruitvale residents for a series of community meetings for broad input into the Transit Village planning process.
- Local business associations have coordinated the collection of input from the business communities.
- BART and the City of Oakland are currently working together to gain funding to build new BART parking to replace the lots lost to the Transit Village.
- The Metropolitan Transportation Commission received the original grant from the U.S. Department of Transportation for initial planning of the project. The MTC continues to participate in planning efforts.
- La Clinica de La Raza will move its medical clinic to the site with increased client capacity and increase numbers of jobs offered.
- The Latin American Library will move to the site.



# *Promising Bay Area Community Building Initiatives*

## **Fruitvale (cont.)**

### **DISCUSSION**

Planning for the Fruitvale BART Transit Village and upgrading of the surrounding area has involved numerous players around the common goal of mixed use development. The provision of health care, child care, senior services, transportation, shopping and cultural events show promise for strengthening the fabric of the entire community. The project will be developed in several phases with senior housing built in a "pre-phase" scheduled to begin in October, 1996. The central core of the project, including affordable housing, the health clinic, child care, the senior center and pedestrian walkways will be built in Phase I beginning in 1997. Phase II retail development will begin later. Development of the entire project is expected to take up to 10 years.

The project has already received 56 applications from existing merchants for facade improvement support as local business skepticism has shifted to enthusiasm for the project. As a result of the project, the City of Oakland created a new transit zone that allows high density multi-use development around BART Stations. This has opened the doors to planning for other multi-use developments at other BART stations in Oakland.

### **MORE ON COSTS AND FUNDING**

Almost \$30 million of the required \$100 million for the project has been raised to-date. HUD is supporting the development of senior housing. The City of Oakland has awarded \$6.6 million in federal Enhanced Enterprise Community funds (½ grant, ½ loan). \$500,000 in Community Development Block Grant funds have been allocated to the project by the City of Oakland. Over \$1.2 million has been raised from a variety of other sources including the Ford Foundation, the Hewlett Foundation, Levi-Strauss, the Local Initiatives Support Corporation, BankAmerica Foundation and Citibank. Early planning money was provided by the U.S. Department of Transportation (\$470,000) and the City of Oakland (\$185,000).

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## *Promising Bay Area Community Building Initiatives*

**Project:** LONG-TERM SELF-SUFFICIENCY PILOT PROJECT

**Contacts:** Maurice Lim Miller, Executive Director, Asian Neighborhood Design  
415) 982 2959  
Laura Pinkney, Policy Analyst, Asian Neighborhood Design  
415) 982 2959

**Project Description:** The Long Term Self-Sufficiency Project is testing the effectiveness of assisting people to become self-sufficient and stable by replacing categorical government and/or community programs with a generic approach that encourages each individual's ability to become part of a social and/or community support network. Project leaders believe that, as each family learns to navigate along pathways through their own communities and to take advantage of the many different kinds of supports available, those pathways will become wider for more families to follow.

### **Project Goals:**

- To demonstrate how to change or streamline current anti-poverty programs and services so that the resources they provide are more coherent, accessible and responsive to participants
- To shift the primary responsibility for initiative and decision making back to the participant
- To foster the rebuilding of "community" by assisting in the formation and use of networks, both work-related and personal

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<b>When Established:</b>	Two-year pilot began in May 1996.
<b>Stage of Development:</b>	Implementation phase has begun with the recruitment of 12 families.
<b>Geographic Target:</b>	Initially, Alameda and San Francisco Counties.
<b>Population Target:</b>	Low income families who are not in crisis (e.g. not currently homeless).
<b>Organizational Structure:</b>	The two-county collaborative is led by five core organizations involved in employment and family support services. Asian Neighborhood Design is the lead agency for the regional collaborative.
<b>Key Funding Source:</b>	Total costs of the two year pilot are estimated at \$580,000. The James Irvine Foundation has provided \$300,000.
<b>Numbers Served:</b>	Approximately 300 low income families will participate with the expectation that a core group of 100 strong leadership families will emerge.

### **KEY PLAYERS AND HOW THEY WORK TOGETHER**

- The pilot began as a project of Asian Neighborhood Design (AND), but has developed into a regional collaborative with member agencies staffing their own chapters. AND is coordinating the regional effort and will run one of the chapters.



## *Promising Bay Area Community Building Initiatives*

### **Long-Term Self-Sufficiency Pilot Project (cont.)**

- Collaborative member agencies include Jubilee West in West Oakland and four agencies in San Francisco: TALK Line in the Haight-Ashbury District, the Visitacion Valley Family Support Center in Visitacion Valley and Family Connections in the Bayview District.
- Other collaborative members include health and social service agencies, Private Industry Councils, local service providers and policy intermediaries.

### **KEY ACTIVITIES**

- Participants will create a personal self-sufficiency plan and timeline based on a self-assessment;
- Participants will join Career Clubs and networks of families to share learning, support and accountability;
- Local exchange and barter systems will enable Club members to receive credits for child care, health care, employment services and other support needs in exchange for time spent in community service;
- Each family will be assigned a trained paid advocate; and
- The pilot will develop tools for planning, tracking and implementation of the project.

### **TIMELINE**

This is a two-year pilot beginning in April, 1996. 12 families have been recruited to-date. In January 1997 more families will be recruited and Career Clubs will be launched. In March 1997, tracking and evaluation tools will be ready and the resource banks and mapping of services needed by families will be in place.

### **EVALUATION AND DESIRED OUTCOMES**

The project is developing extensive monitoring and tracking tools based on seven identified elements of healthy communities. At the end of the pilot, it is expected that a regional association will be established in order to incorporate the structure and lessons from the pilot into a larger program open to all low income people.

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## *Promising Bay Area Community Building Initiatives*

**Project:** MARIN CITY PROJECT (MCP)

**Contact:** Betty Times, Project Administrator  
415) 331 0183

**Project Description:** Unusual circumstances have shaped the Marin City Project (MCP), a collaborative of public and private service providers and residents in a low income, minority community lying in the heart of one of the richest counties in the United States. In 1993 the Marin Community Foundation, the dominant funder of nonprofit service providers in Marin City, created the collaborative so that its dollars would help build effective community-wide programs instead of continuing to fund individual agencies.

A year later the long awaited Marin City redevelopment project, Marin City USA, broke ground. The 45 acre, mixed use effort will bring 400-600 permanent jobs, 340 housing units (40% of them affordable), retail services and new community facilities to Marin City and offers a one-time chance to create local businesses and jobs and a stable, thriving community.

With the coming of Marin City USA, it became the mission of MCP to strengthen the capacity of residents, local leaders and community-based organizations to fully participate in and reap the benefits of economic development.

### **Project Goals:**

- To improve economic conditions in Marin City and provide employment opportunities for residents
- To strengthen the family unit, including seniors, as the primary means of assuring good physical and mental health, preventing dependency and behavioral delinquency, substance abuse and developmental disabilities
- To develop and implement an educational program that will give children, youth and adults a firm foundation to pursue their educational and/or vocational careers, including leadership development, community empowerment and community spirit-building activities
- To improve affordable home ownership and rental opportunities
- To develop and implement environmental programs that will positively impact the community
- To streamline service delivery methods which will achieve greater efficiency, eliminate unnecessary duplication and which are responsive to the needs of residents
- To network with resource and service providers

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<b>When Established:</b>	1993
<b>Stage of Development:</b>	Implementation
<b>Geographic Target:</b>	Marin City, California
<b>Population Target:</b>	The 2,009 residents of Marin City

## *Promising Bay Area Community Building Initiatives*

### **Marin City (cont.)**

**Organizational Structure:** A 7-13 member Board of Directors, including residents and people with legal, financial, marketing and other needed skills, governs MCP.

**Key Funding Source:** Marin Community Foundation

### **KEY PLAYERS AND HOW THEY WORK TOGETHER**

- MCP staffs a collaborative of 20 agencies located in and serving the residents of Marin City. This group meets monthly to coordinate services and activities.
- Another level of collaboration is made up of county health and human services agencies, as well as private service providers from outside the community, including employment and training programs.
- MCP is beginning to recruit business volunteers to help set up financial and management systems.

### **KEY ACTIVITIES OF THE INITIATIVE**

- MCP controls a pool of \$300,000-400,000 which it uses to pay agencies that provide crucial services, including recreational and senior services, after school tutoring for youth and adult computer classes and administration of a tenants council.
- MCP is also starting to run its own programs. One of the first is a mentoring program, being developed with technical assistance from the Mentoring Center.
- MCP is pushing employment and training for Marin City residents so they are ready for jobs that will be available through Marin City USA. MCP has already placed about 170 residents in jobs in the 4 stores already open and on construction sites.
- Working with the county Department of Health Services, MCP hopes to revive a community health clinic that once served the community.
- MCP is planning to develop a health care referral service.
- MCP is working to increase child care services, including information and referral, additional child care slots, and parent training, and support programs.

### **MORE ON COSTS AND FUNDING**

The Marin Community Foundation has committed three years of funding for MCP. MCP is budgeted at \$1.4 million in 1996, \$1.2 million in 1997 and \$1 million in 1998. After 1996, MCP will be expected to raise half of its own budget yearly.

Although the presence of the Marin Community Foundation, one of the county's largest private foundations, makes it difficult to generate other private funding for Marin projects, MCP has raised



## ***Promising Bay Area Community Building Initiatives***

### **Marin City (cont.)**

\$42,000 from the United Way for a project to help families raise the self-esteem of 5th and 8th graders. MCP was also awarded a 4 year, \$100,000 state Even Start grant for literacy and parenting work with families of very young children.

### **EVALUATION AND DESIRED OUTCOMES**

An outside evaluator is assessing progress toward goals and objectives and the effectiveness and impact of the collaborative process. Marin City agencies and subcontractors will submit quarterly progress reports with information on numbers of people served, levels of service provided, and the service impact on clients. Agencies and subcontractors will be evaluated every 6 months.

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## *Promising Bay Area Community Building Initiatives*

**Project:** MISSION STRATEGY DEVELOPMENT COLLABORATIVE

**Contacts:** Sam Ruiz, Executive Director, Mission Neighborhood Centers, Inc.  
415) 206 7747

Pam David, Senior Community Development Specialist,  
San Francisco Mayor's Office of Community Development  
415) 252 3167

Luz Vega-Marquis, Vice President, National Economic Development Law Center  
415) 251 2600

**Project Description:** The Collaborative is undertaking a comprehensive community-based planning effort involving nonprofit, private and public sector stakeholders as well as residents, to identify community economic development strategies for the Mission District in San Francisco. In this strongly multi-sectoral experiment in community consensus building, the provision of human services will be reconfigured to support economic development activities.

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**When Established:** Organizing began in the spring of 1996. Formal planning began in July 1996. Planning to be completed by March 1997.

**Geographic Target:** The Mission District of San Francisco

**Population Target:** Businesses, residents and public and private sector service providers

**Organizational Structure:** The project is led by a Steering Committee made up of over 40 stakeholders from community organizations, resident organizations and the public and private sectors. The Steering Committee is led by the Mission Neighborhood Centers, Inc. and supported by an 8 member Management Team.

**Key Funding Source:** At \$60,000 grant from the SF Mayor's Office of Economic Development provides partial support for the planning process. Other funds are being sought.

### **KEY ACTIVITIES AND PRODUCTS**

- **Research areas include:**

- > An inventory of all community and economic development plans for the Mission which have been conducted in the past 5 years;
- > An inventory of services providers and collaborations in the Mission;
- > A business needs assessment, including an analysis of how the nonprofit sector could help fill business needs; and
- > Reports on other models in the country for comprehensive neighborhood-based planning initiatives, "best practices" in community economic development, and funding trends at the national, state and local levels.



## *Promising Bay Area Community Building Initiatives*

### **Mission Strategy (cont.)**

- **Working groups will develop strategies for:**
  - > Collaboration and service integration among service providers to support economic development efforts;
  - > Development of new partnerships for economic development among nonprofit, private and public sector entities and Mission District residents;
  - > Expansion of public and private sector investment in the District; and
  - > Creation of nonprofit enterprises, commercial revitalization and other community economic development strategies.
- **Final Products will include:**
  - > Documentation of discussions, outcomes and recommendations of all working groups, focus groups and community meetings; and
  - > A final plan that will recommend new systems of social service delivery, cross-sector partnerships and community economic development strategies for the District.

The National Economic Development Law Center is serving as lead planner for the project. Other support is being provided by the Mission Economic Development Association (MEDA), the San Francisco Urban Institute and the Support Center for Nonprofit Management.

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## *Promising Bay Area Community Building Initiatives*

**Project:** SAN FRANCISCO ENTERPRISE COMMUNITY PROGRAM (SFEC)

**Contact:** Pam David, Senior Community Development Specialist, San Francisco  
Mayor's Office of Community Development  
415) 252 3167

**Project Description:** San Francisco was one of the winners of the federal Empowerment Zone/Enterprise Community Program (EZ/EC), a national competition created by the Clinton Administration to help distressed communities revitalize their neighborhoods and create new jobs and opportunities for residents. Cities designated as federal Enterprise Communities must develop and follow a comprehensive plan that is driven by local priorities and meets local needs. The plan must be developed in partnership with local government, community organizations, businesses, universities and community residents. In return Enterprise Communities receive new resources for community development from the federal Community Development Block Grant.

According to staff at the Mayor's Office of Community Development, San Francisco's designation as an Enterprise Community (EC) has been a catalyst for neighborhood-driven community planning, and has nurtured the building of lasting, effective local entities to oversee community revitalization. The challenge now is to encourage more city agencies to base their activities on the EC strategic plans.

### **Key Principles of the Initiative:**

- Creation of community-based partnerships
- Promotion of sustainable community development
- Creation of economic opportunity
- Strategic visions for change

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**When Established:** San Francisco received Enterprise Community designation in late December 1994.

**Stage of Development:** Implementation began July 1, 1996.

**Geographic Target:** Official Enterprise Community designation covers 4 neighborhoods - Visitacion Valley, Bayview-Hunter's Point, the Mission and South of Market. Two neighborhoods—the Tenderloin and Chinatown—are participating to a lesser extent.

**Population Target:** Low income residents of those 4 neighborhoods

**Organizational Structure:** The Enterprise Community Board is the overall policy and decisionmaking body. Each of the 6 neighborhoods has a local planning body.

# *Promising Bay Area Community Building Initiatives*

## **San Francisco Enterprise Community (cont.)**

**Key Funding Source:** \$2.95 million in new money through the federal Social Service Block Grant, \$3 million in matching funds from the private Support Initiatives Corporation (LISC) and tax exempt facilities bonds (up to \$3 million) for private business activity

### **KEY PLAYERS AND HOW THEY WORK TOGETHER**

- The SFEC Board is a 25 member policy and decision-making body including merchant representatives, residents and staff from community based organizations from each neighborhood, as well as city staff, elected officials and private foundation staff. It meets monthly, develops policies and approves projects for funding.
- The Neighborhood Planning Bodies (NPB) are critical to the success of the EC program, which depends on stable, effective neighborhood entities to organize community participation. People serving on the NPBs were selected by residents, business owners and community based organizations in each of the target areas. They held numerous public meetings in their neighborhoods to decide on priority outcomes for the next two years. Based on neighborhood input the NPBs make funding recommendations to the SFEC Board.
- The Enterprise Community Work Group provides technical assistance to the SFEC Board and NPBs. The work group is composed of one representative from each neighborhood, city department staff and technical assistance providers. The group checks funding proposals for feasibility, legality and practicality, recruits technical assistance providers as needed, identifies projects that cross neighborhood boundaries, and looks for opportunities to leverage additional money.
- The program is managed by the Mayor's Office of Community Development (MOCD), which turned control of funds over to the neighborhoods. MOCD provides staff support and facilitates the process.

### **KEY ACTIVITIES OF THE INITIATIVE**

- Ten year strategic plans were developed through neighborhood planning sessions involving over 700 people. Plans include:
- Economic opportunities such as the Precita Eyes Murals Art Center project to lead tours through the Mission District, an activity that will both raise money and give people a look at San Francisco's Latin culture.
- A Youth Credit Union to train young people in establishing and operating a new business while providing capital for youth businesses.
- A business attraction and marketing project to encourage businesses to expand in or locate to Enterprise Communities.



## *Promising Bay Area Community Building Initiatives*

### **San Francisco Enterprise Community (cont.)**

- An inter-neighborhood child care council to research child care needs for each neighborhood, develop extended hour child care for parents who work earlier or later than the usual workday, and offer small business training for child care providers.

### **DISCUSSION**

The SFEC has stressed community control, outcome-based priorities for neighborhood revitalization and significant leveraging of EC funds. The program emphasizes long-term and sustainable neighborhood investment rather than short-term, public subsidy-dependent programs.

Because of federal demographic guidelines, Chinatown and the Tenderloin were not included in the EC award. SFEC recognized that the interconnected quality of life and economic character of the city's communities required the participation of these 2 neighborhoods. Some of the gap was made up when LISC has become a partner with the SFEC in funding activities in the 2 neighborhoods.

One of SFEC's greatest challenges is the creation of effective, stable neighborhood planning bodies. Currently the planning infrastructure varies from neighborhood to neighborhood—some communities had organized themselves for planning before the SFEC began, others are just beginning to come together.

Some city agencies and departments are integrating EC strategic plans into their decision-making for existing funding and service resources. For example, the MOCD encouraged 1996 Community Development Block Grant applicants to develop plans consistent with the needs and priorities identified through the EC initiative.

SFEC funded projects will directly employ 157 people. An additional 154 residents will receive job training and/or placement services. Over 800 clients and their families will benefit from after-school programs, parenting classes, English as a second language classes, and/or subsidized child care.

### **MORE ON COSTS AND FUNDING**

Twenty seven projects will receive initial funding of \$1.34 million in EC funds. The remaining EC money will be distributed later in 1996. MOCD estimates the federal money is leveraging more than \$1.22 million from public and private resources. Federal funding ends in the fall of 1997.

# *Promising Bay Area Community Building Initiatives*

## **San Francisco Enterprise Community (cont.)**

### **TIMELINE**

During 1995 the SFEC created the NPBs, and set policies and priorities. In early 1996 the first funding cycle began; the second funding cycle began in the fall of 1996.

### **EVALUATION**

The federal government will conduct a national evaluation of the EC program. San Francisco State University been hired to do part of that evaluation. Funded projects must submit progress reports to the SFEC board and the NPBs. The SFEC board and NPBs are now designing a long-range evaluation for the 10 year strategic plans.

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## SERVICES SYSTEMS REDESIGN





## *Promising Bay Area Community Building Initiatives*

**Project:** COMMUNITY ACTION PROGRAM (CAP)

**Contact:** Bette Perez, Director, Community Development, United Way of Sonoma-Mendocino-Lake  
707) 528 4483

**Project Description:** CAP is doing a collaborative county-wide assets and needs assessment that will pave the way for neighborhood and community-based problem-solving. Two of the region's major private funders of services, the United Way and the Sonoma County Community Foundation, are looking to CAP for guidance as they reconsider their funding strategies. They also see CAP as a crucial step in a long-term county/United Way/community foundation partnership contributing to the redesign of services based on community-identified needs and outcomes.

This is the first attempt in Sonoma County to produce a comprehensive community profile designed to include a broad range of data useful to many service providers. The program's designers also stress the uniqueness of emphasizing assets as well as needs during the strategic planning process.

### **Project Goals:**

- Documentation of assets, needs and trends within 12 planning areas in Sonoma, Lake and Mendocino Counties
- Agreement among funders, providers and community members on an appropriate strategy for creating healthy and sustainable communities within the region
- Development of local strategic action plans based on agreed community outcomes
- Mobilization and education of individual volunteers, businesses, churches, nonprofit and public organizations and other community groups to participate in community development initiatives
- Increased resources (services, jobs, volunteers) to create healthier and safer communities

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<b>When Established:</b>	The project was approved in the fall of 1995; data collection began in January, 1996.
<b>Stage of Development:</b>	Research, data collection and review by technical advisory committees
<b>Geographic Target:</b>	Sonoma, Lake and Mendocino Counties
<b>Population Target:</b>	All residents of the 3 counties
<b>Organizational Structure:</b>	The project is guided by a steering committee of 30-40 public and private sector representatives.
<b>Key Funding Sources:</b>	United Way and the Sonoma County Community Foundation

# *Promising Bay Area Community Building Initiatives*

## **CAP (cont.)**

### **KEY PLAYERS AND HOW THEY WORK TOGETHER**

- The steering committee includes representatives of United Way, the Sonoma Community Foundation, county government, community-based organizations, businesses and civic volunteers. During project planning the committee met monthly. Now during the data collection phase it meets less frequently.
- The United Way and the Sonoma County Community Foundation are the funders and driving forces behind CAP. Both see the program as a guide to help them revise their grantmaking. CAP will point the way to projects that fit with the United Way's commitment to community-oriented activities. For the community foundation, which serves as CAP's fiscal agent, the community priorities identified during CAP's data collection will help reorient the foundation's funding from direct services toward community initiatives.
- Currently, as part of county-wide data collection, 9 technical advisory committees are reviewing data in major issue areas such as public safety, education, arts and culture and the environment.
- A small working group of representatives from the United Way and the foundation plus program consultants prepares for steering committee meetings and does the day-to-day work.

### **KEY ACTIVITIES OF THE INITIATIVE**

- A preliminary phase to collect existing data from public and private sources, research community economic development and job training potential, and map and analyze actual service information for trends and use patterns
- A local community assets and needs assessment phase, including key informant interviews, consumer/community interviews to survey community perceptions, and community forums in regions, with special attention to groups with special circumstances, including veterans, homeless, ethnic and cultural groups, gay and lesbian
- As part of the data collection phase, using available data and working with key decision-makers
- A strategic planning phase, including:
  - > Designing 3-5 year community-based strategic action plans
  - > Designing a county strategic action plan
  - > Holding several community action summits to review and approve the plan
- Submission of the final plan for approval by the Board of Supervisors, United Way, and the Sonoma County Community Foundation
- Endorsement by major corporations and public institutions
- The development of resources to support the plan



# *Promising Bay Area Community Building Initiatives*

## **CAP (cont.)**

### **DISCUSSION**

As a new partnership, the CAP steering committee is feeling its way towards common goals. Steering committee members have said strongly that CAP should not just be another exercise in data collection while service delivery and funding continue as usual. However, the committee agreed to start with county-wide data collection not only because the data is needed for strategic planning, but also because the process would build trust and the ability to make group commitments. This will be critical to the program's ability to move into the innovative and difficult arena of allowing communities to decide their own priorities.

One of CAP's major goals is to encourage county government to become a committed partner and to help fund the program.

Because of limited funding, CAP is able to carry out the complete multi-phase needs and assets assessment only in Sonoma County, the most populous part of the region. Data collection in Lake and Mendocino Counties will be largely limited to key informant interviews.

### **MORE ON COSTS AND FUNDING**

CAP's planning budget was \$100,000, about half of which has been raised. Fundraising is on-going.

### **TIMELINE**

Staff plan to complete county-wide data collection and issue a report based on the research in January 1997. The inventory of local community needs and assets should begin in February or March 1997.

### **EVALUATION AND DESIRED OUTCOMES**

An evaluation plan is not yet in place. Outcome measures are being developed by the technical advisory committees.

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## *Promising Bay Area Community Building Initiatives*

**Project:** EAST BAY PUBLIC SAFETY CORRIDOR PARTNERSHIP

**Contact:** Marie Theresa Viramontes, Executive Director  
510) 832 7071

**Project Description:** The partnership has established a comprehensive strategy to combat the root causes of crime and violence along the eastern side of the San Francisco Bay. The partnership is a collaboration of 21 communities within Alameda and Contra Costa counties, 19 school districts and 23 law enforcement agencies. The partnership functions like a metropolitan agency, planning, coordinating and finding funding for projects that work across power bases ranging from large jurisdictions such as counties to local community groups.

**Project Goal:** To coordinate human and fiscal resources within the corridor to reduce crime and violence across jurisdictions and rebuild healthier communities.

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<b>When Established:</b>	Meetings that led to the partnership started in 1993, followed by a Memorandum of Understanding that established the partnership in November, 1993.
<b>Stage of Development:</b>	The project is now in the implementation phase, with 30 initiatives under way.
<b>Geographic Target:</b>	The east side of the San Francisco Bay stretching from the Carquinez Bridge to the city of Fremont
<b>Population Target:</b>	The 1.3 million residents of the corridor
<b>Organizational Structure:</b>	A 33 person Corridor Council, composed of representatives of all the jurisdictions participating in the partnership, sets policy for and oversees the partnership. An 11 member executive committee, chaired by Berkeley Mayor Shirley Dean, sets the council meeting agendas and acts between meetings.
<b>Key Funding Source:</b>	The partnership helps to raise and disperse \$1.9 million in federal grants to projects throughout the corridor. Partner dues and foundation grants pay for administration and a pool of consultants who work on the projects.

### **KEY PLAYERS AND HOW THEY WORK TOGETHER**

- The Corridor Council voting membership includes state legislators, mayors, county supervisors, top city and county administrators, school superintendents, law enforcement officers, Youth Council members, and community members. Congressional representatives serve as ex officio members. The council takes recommendations from the partnership committees and seeks to coordinate them on a regional basis.



## *Promising Bay Area Community Building Initiatives*

### **East Bay Public Safety Corridor (cont.)**

- Five standing committees identify problems, design initiatives, and identify short term funding strategies and outcomes. Anyone is welcome to serve on any committee. The Education Committee, for example, is composed of 150 concerned parents, educators, administrators and community advocates.
- The East Bay Community Foundation serves as fiscal agent for the partnership and is an active participant on the council.
- The partnership works with numerous public agencies and community based organizations on specific initiatives. In some cases the partnership serves as the fiscal or administrative agent. In most cases, however, the projects are turned over to participating jurisdictions or nonprofits, with the partnership's role limited to start-up, planning, assessment and fund development. For example, the partnership has invested in needs assessment and capacity building for \$4.5 million in Healthy Start grants to local agencies and \$5 million in School-to-Work grants managed by Alameda County Schools (a partnership agency). The partnership has administered nearly 70 public and private contracts for services.

### **EXAMPLES OF INITIATIVE ACTIVITIES**

- The Education and Juvenile Justice Committees and the Youth Council developed a comprehensive youth strategy with 12 initiatives dealing with gun control, conflict resolution, and youth leadership development.
- A youth initiative is creating extended day centers where youth can safely spend time during the high-risk hours of 3-6 PM. The partnership worked with Columbus Elementary School in Berkeley to create a Beacon school which would be open for extended hours and house services and activities for youth and community residents. The partnership conducted the needs assessment, hired consultants to help create a governance structure and raised funding for the Beacon school. The partnership also held a conference to encourage Beacon-style and extended day schools throughout the 2 counties.
- As part of the partnership's youth violence reduction strategy, 19 East Bay cities and counties joined together to ban the sale of cheap, easily obtainable junk guns.
- The partnership is writing state legislation to develop a youth truancy protocol for the entire region. Under the protocol, truant students picked up by the police will be sent to community centers instead of police stations, where services will be available to help the students and their families.
- The partnership has taken the lead in technical projects to improve communications and cooperation among police departments operating in the corridor.

# *Promising Bay Area Community Building Initiatives*

## **East Bay Public Safety Corridor (cont.)**

### **DISCUSSION**

The partnership was born out of tragedy: 23 drive-by shootings in Richmond in 1993. The then mayor of Richmond, George Livingston, asked Assemblyman Tom Bates what could be done regionally to discourage gang violence. Bates convened 6 months of meetings along the corridor, which led to the creation of the partnership.

The biggest issue for the partnership has been governance—how to bring together 50 jurisdictions with different characteristics. It is not uncommon for local cities, counties or schools to sue each other over land issues, revenues stream disbursements and fees. Maintaining significant levels of trust, shared responsibility and shared risk-taking in a collaboration like the Public Safety Corridor Partnership continues to be a challenge.

### **MORE ON COSTS AND FUNDING**

The partnership has raised and is facilitating the spending of \$16 million. \$2.5. million of that total is managed directly by the partnership; the rest is passed on to public and private agencies for projects in which the partnership has played a key role.

Partnership members contribute \$240,000 in dues. Less than half of the money collected in dues pays for administrative costs. The balance funds a consultant budget, which the partnership uses to pay experts in such areas as start-up, evaluation, and planning.

The National Funding Collaborative, a group of major national foundations focused on crime/violence initiatives, provides \$375,000 for 3 years, matched 2 to 1 by the partnership.

The East Bay Community Foundation provides \$60,000 each year for partnership operations, and additional grants for individual corridor projects.

### **TIMING**

In October 1996 the council adopted a 2 year plan. Staff are now designing strategies to sustain each of the partnership's initiatives. By 1998 staff expect to implement models that demonstrate the effectiveness of all the initiatives.

By 2001 staff expect to bring successful models to scale and find long term support for them.

## *Promising Bay Area Community Building Initiatives*

### **East Bay Public Safety Corridor (cont.)**

#### **EVALUATION AND DESIRED OUTCOMES**

The East Bay Community Foundation has funded an independent consultant to conduct a 2 year evaluation of the partnership's process. The evaluation will run through the end of 1998.

A number of the initiatives have their own evaluations. The Alternatives to Youth Incarceration is tracking 2 different models of service to see which is most effective. To evaluate the truancy protocol, the partnership has hired a firm to compare outcomes for 2 of the 16 districts participating in the protocol, as well as a process evaluation for all 16.

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## *Promising Bay Area Community Building Initiatives*

**Project:** INTERAGENCY CHILDREN'S POLICY COUNCIL (ICPC) OF ALAMEDA COUNTY COMMUNITY BASED FAMILY SUPPORT NETWORKS

**Contact:** Rita Boyle, Coordinator  
510) 268 2025

**Project Description:** The ICPC is a county-sponsored collaborative of agencies serving Alameda County's low income and vulnerable children and their families. One of the ICPC's primary strategies to help these families is to develop and/or revitalize neighborhood networks of support.

Many of the families live in what Dave Kears, Director of the Alameda County Health Care Services Agency, calls "service immune communities." These neighborhoods are almost devoid of the kinds of volunteer associations and informal support groups that give strength and stability to middle class communities. The ICPC believes it is useless to station workers in such neighborhoods until volunteer and informal networks grounded in the inherent strengths of residents are revived and community members have the ability to become equal partners in rebuilding their neighborhoods.

This analysis has led the ICPC to adopt the following strategies:

- Promoting resident/parent leadership in addressing family and community issues.
- Replacing categorical services with a blend of informal support and flexible services that are culturally competent, focused on the family in the context of the community, and results oriented.

The ICPC is testing these strategies in two neighborhoods in Alameda County—Prescott in West Oakland and Harder-Tennyson in South Hayward. One of the most important activities in both communities is retraining service providers so that they are able to work in leadership teams with parents as equal partners.

### **ICPC Five Year Goals:**

- More children will be living safely at home
- More parents will be able to support their children economically, emotionally and developmentally
- The county's service system will be better integrated, more focused on the whole family and outcomes driven

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<b>When Established:</b>	The ICPC was established in 1994.
<b>Stage of Development:</b>	Planning and implementation
<b>Geographic Target:</b>	Alameda County
<b>Population Target:</b>	Very low income neighborhoods, especially those with disproportionately high rates of out-of-home placement of children and youth

## *Promising Bay Area Community Building Initiatives*

### **ICPC (cont.)**

- Organizational Structure:** The ICPC is a leadership body which includes elected officials, county department staff and community residents.
- Key Funding Source:** Federal Family Preservation and Support money and existing state funds that Alameda County was allowed to blend as a result of AB 1741 legislation

### **KEY PLAYERS AND HOW THEY WORK TOGETHER**

- The ICPC has 22 members, including one member of the county board of supervisors, executive level staff from the County Office of Education, Health Care Services, Juvenile Probation and Social Services, and 6 residents from the target communities. It sets goals and policies, determines systems change outcome measures and distributes federal and state grant funds. The ICPC is also acting as interim lead agency for the Prescott West Oakland neighborhood project
- In Prescott a new parent-run leadership group, the Prescott Family and Community Support Collaborative, determines neighborhood priorities.
- The Harder-Tennyson neighborhood in south Hayward is run by the South Hayward Healthy Start Neighborhood Collaborative. Unlike Prescott, Harder-Tennyson had the benefit of an already existing network of family service providers who have worked together for almost 20 years. The challenge in South Hayward has been to allow local resident leadership to emerge. The collaborative chose La Familia as its lead agency for family support services and Eden Youth Center as its lead agency for respite child care.
- Alameda County has targeted the 2 neighborhoods as models for integrating family services and employment strategies in ways that build on neighborhood leadership. It is outstationing county social service workers in the 2 neighborhoods at the request of the neighborhood collaboratives.
- The county is also testing strategies in the 2 neighborhoods for getting poor families off welfare and into jobs. The pilot being tested uses a managed care model, which sets a capitated rate for each client participating in job training and/or job placement programs.
- The Greater Bay Area Family Resource Network is working with the both collaboratives to help fully integrate county workers into the family resource centers.

### **KEY ACTIVITIES OF THE ICPC**

- The Prescott District of West Oakland is a very low income community, whose population is 60% African American and 30% Asian and Hispanic. For 20 years Prescott was cut off from the rest of Oakland by the Cypress Freeway. The ICPC spent 1 1/2 years organizing a leadership group of residents. The work has paid off with the launching of the following activities:
  - > A food barter system and a business center to provide technical assistance to very small businesses.

## *Promising Bay Area Community Building Initiatives*

### **ICPC (cont.)**

- > A state-funded Healthy Start Center to provide school-linked services to residents is opening at Prescott Elementary School, and is coordinating its activities with a new family resource center.
- In the Harder-Tennyson neighborhood of south Hayward, a declining suburb with growing numbers of Latino, Afghan and Vietnamese families, the South Hayward Healthy Start/Family Support Collaborative is overseeing the following projects:
  - > A 3 school consortium has received a state Healthy Start grant, which is being blended with federal Family Support and Preservation money to fund a family resource center.
  - > Parents and community members are taking real leadership in the collaborative, and are starting a food bank, a welcome wagon and a babysitting coop.

### **MORE ABOUT COSTS AND FUNDING**

The ICPC allocated \$125,000 of Family Preservation and Support funds to the development of the neighborhood based school linked support networks, plus an additional \$55,000 per neighborhood to build neighborhood-based respite child care systems.

Both sites won state Healthy Start grants of \$400,000 each over the next 3 years.

Prescott West Oakland also received a 2 year \$50,000 grant from the Hewlett Foundation to encourage parent involvement in economic development activities.

The ICPC received 2 year grants from the Evelyn and Walter Haas Jr. Fund and the East Bay Community Foundation and a 3 year grant from the Stuart Foundations which pay for an organizer working in Prescott, stipends for parents, evaluations and general operating support for the ICPC

The Foundation Consortium for School Linked Services provided \$40,000 for technical assistance, including data integration, developing results-based budgeting and child welfare services redesign.

### **TIMELINE**

ICPC's work to remake Alameda County's children's services system is a 5 year effort that began in 1994.

**ICPC (cont.)**

**EVALUATION AND DESIRED OUTCOMES**

The county has determined systems change outcomes for the second year, but staff note the measures have not been tested against neighborhood realities.

The 2 neighborhood collaboratives have determined their own outcomes, stressing parent involvement and leadership and family stability.

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## *Promising Bay Area Community Building Initiatives*

**Project:** LATINO COUNCIL OF MARIN (formerly the Latino Services Project)

**Contact:** Cecilia Zamora, Project Coordinator  
415) 492 4420

**Project Description:** The Latino Council of Marin is a community-based coalition of service providers, county officers, businesses and community organizations who work with the Latino community in Marin County. Latino Council of Marin provides a supportive forum through which participants can collaborate to improve the well being of the Latino community.

**Project Mission:** To recognize and develop leadership which empowers Latinos in Marin County and to coordinate, improve and advocate for services and opportunities for the Latino community

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<b>When Established:</b>	Latino Council of Marin grew out of community workshops in 1994. A permanent planning body and working committees were established in 1995.
<b>Stage of Development:</b>	Implementation, with 2 working committees carrying out Latino Council of Marin projects
<b>Geographic Target:</b>	Marin County
<b>Population Target:</b>	Spanish-speaking and limited-English speaking Latino clients
<b>Organizational Structure:</b>	Latino Council of Marin is governed by an 11 member steering committee selected from a general membership of over 130 volunteers.
<b>Key Funding Source:</b>	United Way grant of \$70,940 for 1994-96

### **KEY PLAYERS AND HOW THEY WORK TOGETHER**

The Latino Council of Marin is made up of representatives of over 60 organizations working with the Latino community. These organizations address a wide range of services and issues, including health, education, employment and training, youth and elder services, legal and law enforcement, housing services, and multicultural issues.

80% of the volunteer representatives working with the Latino Council of Marin are Latino. Many may be the only bilingual staff member in their organization.

### **KEY ACTIVITIES OF THE INITIATIVE**

- Quarterly general informational gatherings of as many as 60 community participants to discuss

## *Promising Bay Area Community Building Initiatives*

### **Latino Council of Marin (cont.)**

issues affecting Latinos in Marin

- Leadership training workshops for community residents
- Monthly networking meetings for service providers working with Latinos, allowing collaboration on issues such as translation, case management, interagency referrals and resources sharing
- Participation in committees and task forces working on issues affecting Latinos, including:
  - > WIN (Welfare Immigration Network) to discuss current welfare reform, coordinate interagency responses, and respond to local, state and national funding issues
  - > Marin County Office of Education Diversity Committee which plans multicultural curricula to encourage diversity and teacher training in diversity
  - > Marin Council of Agencies Task Force on Citizen/Voter Registration coordinates efforts to encourage legal resident clients to attend citizen classes and register to vote
- Advocacy activities, which include:
  - > Pursuing political issues and current affairs affecting the Latino community;
  - > Providing culturally responsive service delivery resources to service providers working with Latinos;
  - > Supporting community education on Latino issues;
  - > Developing Latino leadership models; and
  - > Providing resources to the community and to funders, including active data gathering and reporting.

### **DISCUSSION**

The Latino Council of Marin was born out of community workshops funded by the United Way in 1994 originally to assess health service delivery obstacles for Spanish speaking and limited English-speaking Latino clients. During the workshops participants discovered the need to work collaboratively on Latino leadership, bilingual staffing and Latino representation in policymaking. In 1995 the United Way supported these efforts with a \$20,000 venture grant which allowed the Latino Council of Marin to establish a permanent planning group and working committees.

Marin County has no specifically Latino agencies. The Latino Council of Marin is the place where Latino serving staff from a variety of agencies can conduct professional networking, share information and support, participate in county-wide projects, model and develop Latino leadership in their communities and promote diversity by building cultural bonds and multicultural alliances.

### **TIMELINE**

The Latino Council of Marin is in the process of becoming a stand-alone nonprofit organization.

## *Promising Bay Area Community Building Initiatives*

**Project:** NAPA-SOLANO ECONOMIC DEVELOPMENT INITIATIVE

**Contacts:** Bob Eisenman, Director, External Affairs, Kaiser Permanente of the North East Bay  
510) 295-5625  
Donald Rowe, Health and Human Service Director, Solano County  
707) 421-6643

**Project Description:** The initiative represents a two-county partnership that began as a planning effort to mitigate the negative effects of the Mare Island Naval Base closure on residents of Napa and Solano Counties and has grown into a cooperative effort for economic development, resource development and community capacity-building. The initiative emphasizes collaboration among affected and interested parties, building the capacity of nonprofits to better meet the needs of their communities and outcome-based planning for the future.

### **Goals of the Initiative:**

- To strengthen employment opportunities in the region by reconfiguring relationships among economic development, job training, education and social service providers
- To develop models and structures to support individual and family self-sufficiency, and to strengthen the social fabric of the community
- To foster service system integration and hold service providers accountable for the desired outcomes

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<b>When Established:</b>	The original base closure planning began in 1994 .initiative was formalized in June, 1995.
<b>Stage of Development:</b>	The initiative is largely in a planning phase although some funds have been allocated for emergency services, health initiatives and for economic development planning.
<b>Geographic Target:</b>	Napa and Solano Counties
<b>Population Target:</b>	Residents of Napa and Solano Counties
<b>Organizational Structure:</b>	The Napa-Solano Human Leadership Council (HSLC) leads the effort and is made up of a volunteer committee of providers, business representatives and residents.
<b>Key Funding Source:</b>	\$1.8 million has been allocated by the U.S. Department of Defense to mitigate negative impacts of the Mare Island Naval Base closure.



# *Promising Bay Area Community Building Initiatives*

## **Napa-Solano (cont.)**

### **KEY PLAYERS AND HOW THEY WORK TOGETHER**

- The Napa-Solano Human Services Leadership Council is made up of 12 citizen volunteers including representatives from business, local government, the religious community, the Navy and the California Conservation Corps. This body leads the initiative, coordinates all activities, and oversees grant funds.
- The Solano Economic Development Corporation (SEDCORP), a business/industry/local government partnership to create jobs and higher wages in Solano County, has received \$25,000 from the Leadership Council to develop a regional economic strategy.
- The Solano Coalition for Better Health, whose goal is to improve health services in the county, is a grantee of and partner in the council. The Coalition for Better Health is placing special emphasis on outcome-based approaches to solving community problems.
- The Napa-Solano United Way serves as fiscal agent for the health and human service grants of the HSLC and is coordinating its own priorities and planning efforts with those of the initiative.
- Staff support to for the Initiative is provided by the Health and Human Service Directors of both Napa and Solano Counties, the Director of Kaiser Permanente's Community Health Partnerships Program and a representative of the City of Vallejo's Mare Island Conversion Division.

### **KEY ACTIVITIES OF THE INITIATIVE**

- Advocacy and planning to achieve the goals of the initiative
- Distribution of DOD funds:
  - > to meet urgent needs in such areas as food, clothing and medical care
  - > to social service collaborations to plan for self-sufficiency, to build their capacities to serve larger numbers of clients, and to establish measurable client and community outcomes (\$300,000)
  - > to the Healthier Solano Communities Project of the Solano Coalition for Better Health to support health improvement initiatives in the county's seven cities (\$50,000)
  - > as matching for the first year of a five-year grant from the California Wellness Foundation for a Community Health Improvement Demonstration Project (\$125,000)
- Participation with/support of several efforts underway to increase the capacity of a variety of service sectors in the community to provide such services as information & referral networks and leadership training
- Encouragement of cities, counties, schools and businesses to work together for stronger community economic development



# *Promising Bay Area Community Building Initiatives*

## **Napa-Solano (cont.)**

- Future capacity-building activities that the council envisions include:
  - Provision of technical assistance to residents to obtain home mortgage and small business loans;
  - Creation of a Community Enterprise Fund to provide capital for start-up of very small businesses;
  - Utilization of HUD 203k funds to create a self-sustaining home ownership program in target areas; and
  - Creation of small business incubators to give beginning entrepreneurs access to phone, fax, computer, laser printer and other technologies and to match them with volunteer business executives.

## **DISCUSSION**

The original planning committee, created in 1994 by then-Mayor of Vallejo, Anthony Intintoli, was charged with assessing the health and human service needs of the community in the wake of the Mare Island Naval Base closure, and to provide input on the spending of a \$1.8 million grant from the Department of Defense to mitigate the negative effects of the base closure. The committee identified a need to continue working together on issues of regional planning, improving neighborhoods, strengthening the existing human service “safety net,” encouraging nonprofit providers to work together in new ways and fostering economic development. The committee, now the HSLC, views strong economic development as not only important by itself, but as a critical/integral factor in reducing and addressing health and human service needs of the community.

## **MORE ON COSTS AND FUNDING**

Planning is underway for ongoing funding for the initiative and its projects. There is consideration of using a portion of the DOD funds to create a community foundation which could address longer term needs of the community. Other plans include integration of existing public and private programs to support a more rational/effective delivery system. Additional outside funding will also be sought.

## **EVALUATION**

The HSLC has identified the need for strong outcome-based evaluation of programs and services county-wide and is seeking ways to achieve this.

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## *Promising Bay Area Community Building Initiatives*

**Project:** SAN FRANCISCO BEACON SCHOOLS INITIATIVE

**Contact:** Sam Piha, Managing Director  
415) 495 0622 x 307

**Project Description:** The Beacon Initiative is designed to strengthen communities in urban neighborhoods to support their children and youth. Public school spaces are being transformed into neighborhood centers that provide a broad array of services and supports to promote the healthy development of children, youth, families and their communities. These Beacon Centers provide youth and their families with a safe, comfortable place to participate in activities to learn new skills, access services and gather for community events.

**Project Goal:** To promote healthy youth and families by strengthening linkages between neighborhood schools, families and communities by involving them in developing Beacon Centers that will result in increased safety and opportunities for youth and their families.

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<b>When Established:</b>	Planning began in the summer of 1994. The first 2 centers opened in the spring of 1996.
<b>Stage of Development:</b>	Implementation, with 3 sites operational at middle schools, one elementary school site in the final planning stage, and 2 new sites scheduled to open in the 1997-98 school year
<b>Geographic Target:</b>	4 San Francisco neighborhoods: Chinatown, Mission, Sunset and Visitacion Valley
<b>Population Target:</b>	Students at schools hosting Beacon Centers, their families, and all the youth and families living in the surrounding neighborhood; approximately 150-200 people per day per site
<b>Organizational Structure:</b>	A Steering Committee of representatives from the schools, Mayor's Office of Children Youth and Families (MOCYF) and Evelyn and Walter Haas Jr. Fund governs the overall project. Each center has a local council.
<b>Key Funding Source:</b>	\$864,000 from the MOCYF

### **KEY PLAYERS AND HOW THEY WORK TOGETHER**

- The initiative is a partnership of the San Francisco Unified School District, MOCYF and the Haas Jr. Fund, whose representatives make up the Steering Committee. The committee shaped the initiative and is responsible for garnering the support of essential partners and ensuring the long-term health and sustainability of the initiative.

## *Promising Bay Area Community Building Initiatives*

### **San Francisco Beacon (cont.)**

- The school district donates space and utilities for the Beacon Centers.
- Each center has a Beacon Council of youth, parents, school personnel, service providers and concerned members of the community. The council works closely with the center's lead agency, a nonprofit family service or community center that provides fiscal, administrative, operational and programmatic oversight of the center.
- Local community-based service organizations and city departments offer services to youth and families at the sites and collaborate in planning neighborhood events at the Beacon Centers.
- The Community Network for Youth Development provides technical assistance and staff for the initiative.

### **KEY ACTIVITIES**

- Youth development activities include:
  - > Academic enrichment and other academic supports (e.g. tutoring, homework clubs etc.);
  - > Job training and preparation;
  - > Peer mentoring and youth leadership programs; and
  - > Community service projects.
- Family support activities include:
  - > Child care and early enrichment;
  - > English as a second language and citizenship classes for recent immigrants;
  - > Parenting classes and peer support groups;
  - > Medical and mental health services; and
  - > Community gatherings and cultural events.

### **DISCUSSION**

Beacon Center strategies include:

- Involving youth in constructive relationships with caring adults;
- Maintaining consistent, high standards for youth, in school and in the community;
- Providing safe places for youth, families and community residents of all ages to spend time, interact and focus on learning, places that are accessible at times convenient for community residents;
- Providing youth with real, challenging opportunities to learn, practice skills and contribute to their communities, through such venues as service projects or leadership roles in programs;
- Building continuous, integrated supports—programs which are flexible in meeting a young person's needs and fit together in coherent ways; and
- Offering cross-cultural opportunities to build harmonious and diverse relationships.



## *Promising Bay Area Community Building Initiatives*

### **San Francisco Beacon (cont.)**

#### **MORE ON COSTS AND FUNDING**

Each Beacon Center operates on an annual core budget of \$350,000. A large portion of the core funding is provided for each site by the MOCYF and comes from city tax revenues earmarked for youth services (Prop J). In addition, a 3 year state Healthy Start grant of \$400,000 and Enterprise Zone funding (\$100,000) through the MOCFY support the core site budgets.

Bay Area foundations contribute significantly to the Beacon Centers through a pooled Collaborative Grant Fund that in FY 1996-97 totaled \$469,000. Contributors to the fund include the S.H. Cowell Foundation, the Evelyn and Walter Haas Jr. Fund, the San Francisco Foundation, the Walter and Elise Haas Fund, the Gap Foundation, the Zellerbach Family Fund and the Walter S. Johnson Foundation.

In addition to providing operating money, private foundations also fund the Community Network for Youth Development's on-going initiative and on-site technical assistance.

The United Way of the Bay Area has committed 4 years of core support at \$50,000 a year and the federal Community Schools Act has made a one year grant of \$200,000.

#### **EVALUATION AND DESIRED OUTCOMES**

The Beacon Initiative evaluation is underway in three phases:

Phase I: Creation of a Theory of Change for the Initiative Sept. 1996-May 1997

Phase II: Gathering Baseline Evaluation Data Jan. 1997-May 1997

Phase III: Long-term Evaluation of the Initiative June 1997-Aug. 2000

The Community Network for Youth Development is working with the Beacon Steering Committee, the funders and each of the sites to develop each phase of the evaluation process. In addition, a consultant from the Institute for Research and Reform in Education is helping to develop the evaluation strategy.

National foundations supporting Beacon Centers around the country are in the process of creating a national advisory committee to oversee and assist with long-term evaluation of all the centers.

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## *Promising Bay Area Community Building Initiatives*

**Project:** SAN FRANCISCO FAMILY PRESERVATION AND SUPPORT  
FIVE YEAR PLAN

**Contact:** Pat Reynolds, Deputy Director, Family and Children's Services, San  
Francisco Department of Human Services  
415) 558 2660

**Project Description:** The San Francisco Family Preservation and Support Five Year Planning Committee (FPSPC) is charged with remaking the Family and Children's Services operations of the Department of Human Services (DHS) so that the services are based on the family support model—inviting, respectful, culturally competent, and responsive to the strengths and desires of families.

Central to the plan is the opening of family resource centers in 5 low income neighborhoods. At the resource centers parents will find help with child care, housing, literacy, employment, child welfare, drug treatment, respite and peer support needs.

The FPSPC's ambitious plan is underfunded and on a very tight timeline. However DHS is working to lay the foundation for systemic change. The department is investing time and money in training both its own staff and community residents and service providers in the theory and practices of family support-based services.

### **FPSPC Goals:**

- To promote the strength and stability of families living in low income neighborhoods in San Francisco
- To maintain present initiatives to identify opportunities to further reform the system of services for families and children
- To establish continuums of family-focused services that are easily accessed and culturally relevant in neighborhoods that contain large concentrations of African American, Latino or Asian populations

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<b>When Established:</b>	The FPSPC began meeting in April 1994.
<b>Stage of Development:</b>	A mixture of implementation and laying the groundwork for implementation
<b>Geographic Target:</b>	Children living in low income neighborhoods with large concentrations of African American and Latino Asian populations
<b>Population Target:</b>	Families with children 0-5 years old, with the highest priority given to the needs of the African American family
<b>Organizational Structure:</b>	The FPSPC is a culturally and ethnically diverse group of more than 60 parents, community volunteers, foster parents, child and parent advocates, clergy, and representatives from community-based, public and educational organizations.

# *Promising Bay Area Community Building Initiatives*

## **San Francisco Family Preservation (cont.)**

**Key Funding Source:** A little over \$1 million in federal Family Preservation and Support Act funds

### **KEY PLAYERS AND HOW THEY WORK TOGETHER**

- The FPSPC, chaired by the Deputy Director of Family and Children's Services, DHS, is responsible for writing and carrying out the plan.
- Three subcommittees, each representing a major ethnic population of the city (African American, Latino and Asian) are responsible for neighborhood based planning. The subcommittee members include parents, staff from community-based organizations and community volunteers.
- The Mayor's Office of Children, Youth and Families is interested in pooling some of its Family Preservation and Support funds with those of DHS to support the Western Addition Family Resource Center.
- DHS is working with the Health Department to station health and mental health workers at the family resource centers.
- DHS joined with the Mayor's Homeless Task Force and homeless agencies to apply for a HUD Shelter Plus Care grant providing 90 units of housing for homeless families disabled because of drugs and/or mental illness.

### **KEY ACTIVITIES OF THE INITIATIVE**

- Changes to the DHS front-end services, where families first enter the system, include:
  - > Increasing staff so that the department can double the number of families it serves who are in crisis and in danger of having their children removed from the home;
  - > Staff training in family focused service practices;
  - > Expanded hours when social service workers can visit families in their homes;
  - > Collaboration with Community Boards, a San Francisco mediation provider, to design family meetings as a setting for families to develop their own plans to keep their children safely at home;
  - > Creating multi-disciplinary teams of workers, involving health, mental health, substance abuse and housing, to assist families; and
  - > Bringing in Asian serving agencies to help DHS with cultural sensitivity to the needs of Asian families.



# *Promising Bay Area Community Building Initiatives*

## **San Francisco Family Preservation (cont.)**

- Neighborhood-based activities include:
  - > Opening the first family resource center in the Western Addition in 1995. Plans for the next center, in the Mission, are almost complete;
  - > Working with the Asian subcommittee, which has decided to postpone opening a center until the 5th year while working on immediate community needs, including a hot line and parenting education;
  - > Bringing in trainers from the Greater Bay Area Family Resource Center to train local providers in family focused services; and
  - > With a grant from the San Francisco Foundation, holding day long workshops for community-based groups and county staff on economic development and mental health and substance abuse (working groups came out of both these workshops). Other workshops covered teen parenting, child care, caring for children with disabilities and kinship care.

### **TIMELINE**

The five year plan runs from 1995-1999.

### **MORE ABOUT COSTS AND FUNDING**

The FPSPC budget is meager compared to the need in San Francisco. DHS hopes to raise foundation money for specific projects.

### **EVALUATION AND DESIRED OUTCOMES**

With a grant from the Stuart Foundations, DHS has hired a research firm to help design and carry out an evaluation over the next 4 years. Outcomes to be evaluated include: improvements in meeting the basic needs of families, improvements in family functioning, and increasing the numbers of families diverted from out-of-home placement.

11/96



## *Promising Bay Area Community Building Initiatives*

**Project:** SUCCESS (Shared Undertaking to Change the Community to Enable Self-Sufficiency)

**Contact:** Maureen D. Borland, Director, County of San Mateo Human Services  
Agency  
415) 595 7555

**Project Description:** The SUCCESS project is based on a 5 year plan to re-engineer San Mateo's entire human services system into one that uses a single county-wide intake system and comprehensive case management to move families from welfare to self-sufficiency. SUCCESS is also based on programs for prevention and early action to keep families from falling into welfare dependency.

The county has pledged to maintain a safety net of services for parents who cooperate fully with SUCCESS but who cannot find jobs at wages that enable them to support their families.

The project exemplifies current thinking about reforming public services. It embraces the following principles: managed care, multi-disciplinary case management, self-sufficiency, personal responsibility, and more effective and efficient use of resources.

**Project Goal:** The project's primary goal is that all the people currently dependent on Aid to Families with Dependent Children (AFDC) in San Mateo County will become financially independent through participation in programs based on family responsibility and employment.

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<b>When Established:</b>	Planning begin in 1992; a detailed implementation planning process was adopted in July 1996.
<b>Stage of Development:</b>	Implementation of the employment piece, service redesign is still in progress
<b>Geographic Target:</b>	San Mateo County
<b>Population Target:</b>	Almost 6,000 AFDC families and all at-risk families in the county
<b>Organizational Structure:</b>	Three levels of committees under the leadership of the Human Services Agency are charged with developing and overseeing the implementation plan.
<b>Key Funding Source:</b>	Blended funding from the new federal welfare block grant and child care block grant

# *Promising Bay Area Community Building Initiatives*

## **SUCCESS (cont.)**

### **KEY PLAYERS AND HOW THEY WORK TOGETHER**

- Eleven Design Teams created the specific pieces of the new service delivery system, including a single intake process, job training, education and economic development, family support, housing, child care, and project finance. Team members included representatives of community groups, county departments, consumers, staff and other interested people.
- A SUCCESS Coordinating Group, about 30 people including the Design Team co-chairs and staff from the Human Services Agency, County Manager's Office, District Attorney's Office, County Counsel and Employee and Public Services, is charged with integrating the recommendations from the Design Teams into an overall service delivery system. It meets every 2 weeks.
- The SUCCESS Advisory Committee, a broad-based group of 48 people, meets every month. Members include representatives from Legal Aid and other advocacy groups, consumers, community based organizations, the business community, education, labor, health, a member of the Board of Supervisors, District Attorney staff and five Board appointed members. The Advisory Committee reviews the overall service delivery system recommendations from the SUCCESS Coordinating Group and advises the Board of Supervisors on proposed activities.

### **KEY ACTIVITIES OF THE INITIATIVE**

- Sets up SUCCESS entry points throughout San Mateo in schools, community-based organizations, and county services centers
- Screens all clients using one universal intake tool
- In partnership with the client, develops an initial action plan which guides the family to one or more of the following:
  - > Information and referral services such as food, child care
  - > Emergency services such as meals, shelter, Child Protective Services
  - > SUCCESS Work First Program (an 6 day intensive work readiness program followed by a job search)
  - > Family Self-Sufficiency Team (FSST) where case managers arrange for specialty services ranging from health and mental health to job readiness, housing, child care, drug treatment and others

### **DISCUSSION**

The following principles are the basis of SUCCESS:

1. Work and child support are the basic income sources, with public assistance as a supplement. The county will make every effort to collect child support payments.
2. A child benefit payment will replace the current grant for caretakers and children. Families will also be eligible for food stamps, child care subsidies, and medical coverage. This package of assistance will continue until a family reaches poverty level.



## *Promising Bay Area Community Building Initiatives*

### **SUCCESS (cont.)**

3. The focus will be on employment—both parents are expected to work to support their children.
4. The family benefits from every dollar earned until it reaches poverty level. This removes work disincentives built into the current welfare system, which cause families to lose AFDC, food stamps and health care when they become employed even when their wages are below poverty level.
5. AFDC, child care, job training and housing assistance will be merged into one pool to increase the county's flexibility to respond to client needs.
6. An individualized plan will be developed between the client and the case manager.
7. The project will be evaluated against a specific set of desired outcomes.
8. The county will save money due to caseload reduction over the 5 years of the project.
9. The project will seek to ensure that San Mateo's welfare reform will provide a safety net for families cooperating fully with the program.

One of SUCCESS's biggest problems is outdated and inadequate data on welfare recipients. San Mateo is working on an automated front end system (information gathered when clients first enter the system) which will help ease but will not end data problems.

San Mateo hopes that California will designate SUCCESS as a demonstration program for other counties to follow.

### **MORE ON COSTS AND FUNDING**

In addition to federal block grants, SUCCESS will use HUD Section 8 housing subsidies and federal job training money.

The county is also seeking grant funding for automation and training.

### **TIMELINE**

The Board of Supervisors will vote on a complete implementation plan in February, 1997. Full implementation will begin July 1997.

**SUCCESS (cont.)**

**EVALUATION AND DESIRED OUTCOMES**

The purpose of the evaluation will be to help answer the question, “Are SUCCESS participants, their families and communities better or worse off after the implementation of SUCCESS?” The evaluation will be carried out by both an internal evaluator and outside contractors.

The evaluation will have both an outcome and a process component. The outcome component will analyze changes in employment, family income, housing, nutrition, transportation, clothing, child care, health care, and community well-being indicators such as unemployment rates, crime rates, homelessness and the incidence of child abuse.

The process evaluation will analyze the effectiveness of the SUCCESS process, including whether the clients find service delivery faster and more helpful.

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## *Promising Bay Area Community Building Initiatives*

**Project:** REDWOOD CITY 2000

**Contact:** Beth Ross, Coordinator  
415) 366 8401 x309

**Project Description:** Redwood City 2000 is a collaborative community planning process to make Redwood City-North Fair Oaks a healthy and safe community for all residents.

The partnership will act as the sole oversight collaborative of existing community collaboratives that, according to project staff, currently feel fragmented and unfocused. Redwood City 2000 is also creating a community-wide strategic plan based on problems identified by residents, which include the needs of youth, neighborhood beautification and turning ethnic diversity into an asset. The success of the project will depend on the extent to which the major partners feel ownership and the willingness of residents to role up their sleeves and join in the work of building a better community.

### **Project Goals:**

- To improve the coordination of community based collaborative programs and service delivery systems
- To coordinate the development of a strategic plan to improve the quality of life of the Redwood City-North Fair Oaks community
- To develop grassroots, community-wide commitment to creating a healthy community

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<b>When Established:</b>	October 1995
<b>Stage of Development:</b>	Data collection, strategic planning and soliciting community input
<b>Geographic Target:</b>	Redwood City and the attached unincorporated community of North Fair Oaks
<b>Population Target:</b>	Residents of Redwood City-North Fair Oaks
<b>Organizational Structure:</b>	The major partners are Redwood City, the Redwood City School District, the Sequoia Union School District and San Mateo County.
<b>Key Funding Source:</b>	\$14,000 each from Redwood City, the Redwood City School District, the Sequoia Union School District and San Mateo County

### **KEY PLAYERS AND HOW THEY WORK TOGETHER**

- A 6 member executive committee, consisting of senior level staff from Redwood City, the Redwood City School District, the Sequoia Union School District, San Mateo County, Kaiser Permanente and the Bay Area Bank, meets monthly to make operational decisions for Redwood City 2000.

# *Promising Bay Area Community Building Initiatives*

## **Redwood City (cont.)**

- A 28 member coordinating committee, which also meets monthly, involves representatives from 11 public and private agencies and 5 community-based collaboratives—the South County Coalition for the prevention of substance abuse, Taft School Healthy Start, the Teen Pregnancy Coalition, the Voices Against Violence Campaign, and the Sequoia High School Partnership. The coordinating committee manages the strategic planning process and provides oversight and policy recommendations for the local collaboratives.
- A 40 member Community Action Team of students, seniors, neighborhood residents, large and small businesses, school representatives, county government and staff from health and human services agencies is developing a strategic plan that will guide community activities.

## **KEY ACTIVITIES OF THE INITIATIVE**

The partnership is bringing together a number of existing community collaboratives to join community residents in one planning group that will develop and implement a community-wide strategic plan. The plan will include:

- A healthy community vision;
- A set of healthy community indicators;
- A set of action initiatives; and
- A set of implementation strategies.

The partnership will publish an annual quality of life report card to measure the plan's effectiveness, using outcomes that will be easy for the community to understand and use.

## **DISCUSSION**

Redwood City 2000 is based on the National Civic League's Healthy Community Model. Project coordinator Beth Ross, along with a Redwood City School District representative and a Kaiser Permanente staff member attended a series of Healthy Community trainings in 1994, and brought back an interest in Healthy Community principles which led eventually to the creation of Redwood City 2000.

The project held its first Town Hall meeting in October, attended by 200 people. Participants raised 3 prominent issues which will be addressed in the strategic planning process:

- Youth—creating activities and honoring youth participation in community activities.
- The quality of neighborhood life, including trees and other community beautification projects, code enforcement, assisting people like the elderly who need help with home maintenance.
- Turning Redwood City's cultural diversity (particularly the Hispanic and growing Pacific Island communities ) into an asset.



# *Promising Bay Area Community Building Initiatives*

## **Redwood City (cont.)**

### **MORE ABOUT FUNDING**

Redwood City 2000's 1996 budget is \$106,000. In addition to contributions from the city, county and schools, the project has raised about \$52,000 in grants and donations. The project has also benefited from an outpouring of in-kind contributions, including printing, food and advertising for community planning activities.

### **TIMELINE**

In November the action team will adopt a vision statement. The team will spend the next few months developing goals and strategies needed to implement a pilot project. The entire strategic plan will be adopted by July 1, 1997.

### **EVALUATION AND DESIRED OUTCOMES**

- Redwood City 2000 is doing a self-evaluation according to some very specific process goals, including:
- By July 1, 1997 75% of coordinating committee participants will report the process reduced by 20% the amount of duplicated time spent on oversight of local collaborations.
- By the end of the planning process, 95% of coordinating committee participants will endorse the strategic directions and initiatives in the strategic plan.
- By July 1, 1997 250 community members will have contributed to the development of the strategic plan through participation in town hall meetings or focus groups.
- By the end of the strategic planning process there will be a 10% increase in community representation on collaborative boards linked to Redwood City 2000.

Staff expect that when the project reaches the stage of implementing the strategic plan, outside evaluation help will be needed.

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## *Promising Bay Area Community Building Initiatives*

**Project:** VISITACION VALLEY FAMILY SUPPORT CENTER

**Contact:** Victoria Tolbert, Program Director  
415) 469 2120

**Agency Mission:** To improve the livelihoods of residents of Visitacion Valley through the provision of social services, economic development and community involvement.

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**When Established:** The Center opened in 1992. The Adult Employment Program began in 1994.

**Stage of Development:** Family support services and the adult employment program are ongoing. An entrepreneurship program is now being launched.

**Geographic Target:** Visitacion Valley in San Francisco.

**Population Target:** Low income residents. While once a predominantly African American community, there has been a recent influx of Asians and Samoans. Many residents live in public housing.

**Organizational Structure:** The Center is a nonprofit community-based agency.

**Costs & Key Funding:** The Center's annual budget is approximately \$300,000 per year. Its largest funder is the Hewlett Foundation with a \$400,000 grant for three years. Other funds come from foundations and the SF Mayor's Office of Children, Youth and Families.

**Numbers Served:** The Center serves approximately 700 families per year. Approximately 300 adults participate in the employment program.

### **KEY ACTIVITIES**

- Family support services include counseling, child care, respite care, support groups for single mothers and grandparents raising grandchildren;
- Adult and youth employment training services include vocational assessment, vocational counseling, job information, job clubs, linkages to other training programs, linkages to employers, job fairs, job placement services and follow-up and retention support.
- A new Community Entrepreneurship Program gives clients in-kind services and support to start or expand small businesses. In exchange, participants offer training to other program participants. For example, the Center provided a house painter with four stipended adult assistants and a van. When the painter begins to make a profit, she will share that profit with the Center as a way to pay back the Center's investment. Wells Fargo Bank provides mentors for the Entrepreneurship Program.

## *Promising Bay Area Community Building Initiatives*

### **Visitacion Valley (cont.)**

#### **DISCUSSION**

The Center has six full-time staff. Half of those staff came to the Center with professional backgrounds and half are community members trained at the Center. One of the keys to the Center's success in blending family support and employment services has been the cross-training of staff. Employment staff are taught counseling skills and social service staff learn how to judge when people are ready for job training and jobs.

The Center helped to create and participates in the Visitacion Valley Collaborative, which has developed a strategic plan for community and economic development in Visitacion Valley. This process included planning for \$3 million in Enhanced Enterprise Community funds which have been allocated to the community.

The Center also participates in the Long Term Self-Sufficiency Pilot Project launched by Asian Neighborhood Design, and will be recruiting families to participate in that project's Career Clubs and other activities.

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## YOUTH AND EDUCATION



## *Promising Bay Area Community Building Initiatives*

**Project:** EAST BAY SCHOOL-TO-CAREER PARTNERSHIP

**Contacts:** Sharon Oldham, Coordinator, East Bay School to Career Partnership,  
Alameda County Office of Education  
510) 670-4236  
Roman Stearns, Project Assistant, Alameda County Office of Education  
510) 670-5265  
Robert Goetsch, President, Bay Area Industry Education Council  
510) 795-6172

EBSCP is a regional community, business and educational partnership whose mission is to bring relevance and rigor to education. The partnership employs the teaching and learning system *School-to-Career*, which connects real-world career experiences to learning. School-to-Career learning systems include school-based learning, work-based learning, and activities that connect them together.

**Partnership Goal:** To create a system of local community, business and educational partnerships to ensure that:

- All youth have access to a curriculum that connects learning to real-world activities and careers; and
- All youth are prepared for a wide variety of post-secondary options, including post-secondary education, training and/or high skill employment.

\*\*\*\*

**When Established:** January 1995.

**Stage of Development:** Start-up is now underway. During the 96/97 school year, there will be 11 participating sites -- ranging from individual high schools to community partnerships to county offices of education.

**Geographic Target:** Alameda and Contra Costa Counties.

**Population Target:** Start-up focus is on all high school students and their linkages to post-secondary opportunities. The ultimate goal is to serve all students, K-12.

**Organizational Structure:** The East Bay School to Career Partnership is run by a steering committee of approximately 15 members. A 50 member Policy Council plays an advisory role.

**Key Funding Source:** A \$4.7 million grant was received in May 1996 from the federal School-to-Work Opportunities Act. This is a five year grant with funds declining each year.

**East Bay School-to-Career (cont.)**

**KEY PLAYERS AND KEY ACTIVITIES**

- The Partnership Steering Committee meets monthly and is made up of 15 people who actually do the work of the project. This includes the two full-time project staff, consultants and those heading projects at specific sites. Steering Committee responsibilities include:
  - > Development of local School-to Career partnerships in cities within Alameda and Contra Costa counties;
  - > Identification of funding for schools and communities ready to implement the School-to-Career system;
  - > Coordination of agreements among universities, community colleges, apprenticeship training programs, businesses and K-12 districts building School-to-Career systems;
  - > Provision of centralized resources for all partners e.g. a resource library including grant information and materials about service learning;
  - > Provision of training for teachers (e.g. curriculum revision, career counseling), for business participants (e.g. mentoring skills, how to “connect” with today’s students), and parents and other community residents (to understand School-to-Career activities and their roles in them); and
  - > Increasing public awareness of the Partnership’s goals.
- The Partnership’s Policy Board, co-directed by August Scornalenci, Superintendent of the Alameda County Office of Education and Gary Rath, Vice President at Pacific Bell, Public Sector for Northern California, plays an advisory role to the project. The 50 member board meets quarterly and includes representatives from business and industry, Private Industry Councils, community and four-year colleges, participating school sites, the California Teachers Association, the AFL-CIO and the California Employment Development Department.
- Schools, school districts and their communities are involved in the following activities:
  - > Design of more rigorous and relevant curricula according to School-to-Career principles;
  - > Establishment of rigorous applied learning standards;
  - > Development of agreements with colleges, universities and vocational programs to offer higher education credits for students participating in School-to-Career programs;
  - > Design and implementation of broad curricular/career pathways at the high school level based on labor market research;
  - > Design and implementation of career exploration activities in grades K-8;
  - > Development of individual student learning plans; and
  - > Training of teachers to implement strong School-to-Career curricula and activities.
- The Bay Area Industry Education Council (BAIEC) is a nonprofit organization whose goal is to link education with business. The role of BAIEC and other participating businesses is to work closely with students and teachers to provide work-based experiences to youth. To-date, participating businesses include Turner Construction in Oakland, Waste Management Corporation, Kaiser Health Systems, PG&E, Lam Research in Fremont, TCI and Alameda Newspaper Group. Key activities of business include identifying and training business partners to provide students with non-academic learning experiences such as paid and unpaid work experience, mentoring and job shadowing, and to create job-site exposure opportunities for teachers.



# *Promising Bay Area Community Building Initiatives*

## **East Bay School-to-Career (cont.)**

- Economic Development for the Alliance of Business (EDAB) is a working group created by the Alameda County Board of Supervisors. EDAB's Education Workgroup became the Partnership's Policy Board.

## **DISCUSSION**

The project is currently being implemented at 11 sites in Alameda County. Contra Costa County is now finalizing its plans for participation. Each site is developing and implementing its own five-year plan. Many of the site projects are being built around the idea of "career pathways" such as health care, communications and computer technology. Projects will vary widely depending on the needs and conditions in different communities. Some sites have hired staff to coordinate implementation of the project, others have used funding to grant release time to teachers so that they can work with businesses to provide work-based experience and develop new curricula.

For example: At Arroyo High School in San Lorenzo, Alameda County, students chose from among four career pathways: retail, media, performing arts and computer technology. Ninety percent of sophomores selected a pathway. Once pathways are selected, students will be exposed to many different careers within their chosen pathway, especially through visits to actual work sites. Students are assigned industry mentors who help them develop workplace skills through such activities as informational interviews, resume review and feedback and discussions of worksite behavior. As a part of a Young Entrepreneurs Program, sophomores in the retail pathway develop business plans, create and sell a product and reinvest their profit.

## **MORE ABOUT FUNDING**

\$1.5 million of the \$4.7 million School-to-Work grant has been allocated for the first year running from May 1996 - April 1997. The key purpose of these funds is to support participating sites in planning and start-up activities. An additional \$2 million, made up primarily of in-kind contributions, will be contributed by key players over the five year grant period. Plans for funding beyond the five year grant period have not been developed.

## **EVALUATION**

An independent consultant has been hired to evaluate the effectiveness of the program. Findings from the evaluation will be used to provide feedback to participants as well as to funders.

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## *Promising Bay Area Community Building Initiatives*

**Project:** FUTURES PROJECT

**Contact:** Judy Davila, Site Supervisor at the Kennedy Family Center  
415) 301 8822 or 8854

**Project Description:** Futures is a pilot project to test the effectiveness of providing services to San Mateo families at the schools attended by their children. Futures emphasizes prevention and early intervention so that problems don't become crises that threaten family stability. County staff are also using the Futures project to test whether interdisciplinary teams of workers drawn from a number of county departments can replace currently fragmented and rigidly categorized services.

### **Goals of the Project:**

1. Improve the educational success of children and youth
2. Improve the physical and mental health of children, youth and families
3. Improve the strength and success of families
4. Foster a school climate which encourages the success of children, youth and families
5. Foster a broader community environment that encourages the success of children, youth and families
6. Affect changes in agency, school and community systems towards greater collaboration

\*\*\*\*

<b>When Established:</b>	The Futures sites opened in August 1992.
<b>Stage of Development:</b>	Implementation and on-going evaluation
<b>Geographic Target:</b>	The project is located in 6 public schools in the 94014 zip code area of Daly City.
<b>Population Target:</b>	Families and children served by the 6 schools, approximately 400 families at any given time
<b>Organizational Structure:</b>	Interdisciplinary teams of service providers at each school supervised by a Futures project coordinator
<b>Key Funding Source:</b>	\$1.5 million worth of services from San Mateo County public agencies

### **KEY PLAYERS AND HOW THEY WORK TOGETHER**

- Interdisciplinary teams whose members are known as "family advocates" include public health nurses, mental health counselors, child welfare workers, benefit analysts and alcohol and drug abuse counselors.
- School staff, parents, students and community providers at each school plan the services. Two sites have advisory committees of families and school staff, which meet quarterly.
- San Mateo County Health and Human Services, the lead agency for the Futures project, provides staff and resources through its divisions of Housing and Community Services, Income Maintenance, Youth and Family Services and Job Training and Economic Development.

# *Promising Bay Area Community Building Initiatives*

## **Futures (cont.)**

- Other county departments providing on-site services are Recreation, Probation, Mental Health and Public Health.
- The County Office of Education and the 3 school districts which have jurisdiction over the schools contribute space and other resources.
- Community-based providers such as the Boys and Girls Clubs, Pacifica Youth Services Bureau and Bayshore Child Care Services plan specific programs at the sites.
- An Oversight Committee meets quarterly and guides project planning. Members include county policy makers and representatives of other county family service collaboratives such as the Peninsula Partnership for Children, Youth and Families.

## **KEY ACTIVITIES OF THE PROJECT**

- The project offers a range of services to families, beginning with an assessment of their problems and the strengths they bring to overcoming those problems. Services available to the families include financial support, health education, counseling, tutoring, adult education, parenting skills training, recreation, homework assistance and cultural orientation for newly arrived families.
- Futures runs 2 “English as a Second Language” (ESL) programs and provides child care so parents can attend the classes. The classes are also open to the community.
- The project is carrying out joint staff development with teachers, principals and providers to promote the “whole child” approach, a holistic model that considers the child’s individual needs and strengths, as well as family and community supports and deficits.
- Futures developed an alternative to a student suspension program. In the first year suspensions dropped by 91%.
- Futures family advocates sign families up for Medi-Cal and welfare, and also find food, clothing and shelter for those with emergency needs.

## **DISCUSSION**

The project serves as a laboratory for how to do things differently at the services level. Although staff members at first found the multi-disciplinary process difficult, they gradually developed a sense teamwork and began to work together.

As the Human Services Agency changed its way of working in the community, it also identified changes that needed to happen with its collaborative partners. For example, the school district’s Healthy Start project, which was supposed make it easier to provide services to students and their families, required such complicated evaluation procedures that service delivery was actually hampered, and changes had to be negotiated.



## *Promising Bay Area Community Building Initiatives*

### **Futures (cont.)**

The Futures project is part of a network of collaborative family and children's services in San Mateo County. The project cooperates with SUCCESS, San Mateo County's redesign of services for welfare families. The Peninsula Partnership for Children, Youth and Families has chosen the Futures project as one of their 6 target collaboratives to improve services for young children and their families.

### **MORE ON COSTS AND FUNDING**

When Healthy Start grants became available in 1992, San Mateo County was already carrying out extensive planning for the Futures project. With this advantage the county was able to bypass the Healthy Start planning grant stage and win a 3 year operational grant of \$100,000 per year plus \$100,000 for necessary remodeling and renovating expenses. Healthy Start funds were used to equip centers with desks, phones, computers, office equipment and supplies.

A grant from the Peninsula Community Foundation pays for the project coordinator.

### **EVALUATION AND DESIRED OUTCOMES**

Healthy Start required an independent evaluation of its projects throughout California, which was conducted by the Stanford Research Institute. In addition Futures has hired a an independent contractor to conduct a formal project outcome evaluation for the Oversight Committee. The project is also developing a plan for ongoing internal evaluation of the following outcomes for students and parents:

1. Improved reading and math grades;
2. Improved school attendance;
3. More positive behavior by students in the classroom, family and community;
4. Improved peer and family relations;
5. Increased student participation in positive activities; and
6. Increased parental involvement in their children's education.

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### *Promising Bay Area Community Building Initiatives*

**Project: JOBS FOR YOUTH**

**Contacts:** For day-to-day program information, Elena Mendez, Program Assistant  
415) 931 7876

For more general information, Steve Arcelona, President, San Francisco  
Private Industry Council  
415) 931 7876  
(Jobs for Youth will hire a new executive director in December.)

**Project Description:** Jobs for Youth, a collaboration among businesses, community-based and government-sponsored youth serving organizations, increases employment for youth by providing an easy access system that links young people wanting jobs with businesses seeking workers.

**Project Goal:** To increase the number of job placement, learning experience and career readiness opportunities for San Francisco youth

\* \* \* \*

**When Established:** Planning started in 1994, operations began in 1995

**Stage of Development:** Full implementation

**Geographic Target:** City and County of San Francisco

**Population Target:** All San Francisco residents aged 14-24

**Organizational Structure:** Jobs for Youth is a committee of the San Francisco Private Industry Council (PIC). A working group of about 15 sponsors meets monthly.

**Key Funding Source:** Committee on JOBS, an organization of the 27 largest businesses headquartered in San Francisco

## KEY PLAYERS AND HOW THEY WORK TOGETHER

- The San Francisco PIC has ultimate oversight. PIC president Steve Arcelona serves on the Jobs for Youth working group and the executive committee.
- The 15 member working group, chaired by Craig Wolfson of Wells Fargo Bank, consists of representatives of sponsoring organizations, including City College of San Francisco, Office of the Mayor, the Chamber of Commerce, the school district, the San Francisco Youth Employment Coalition, the California Employment Development Department, the Small Business Network, and KPIX Television and Radio. Each sponsor contributes to Jobs for Youth activities. For example, KPIX Television provides free production and air time and runs public service announcements.
- Three working committees—marketing, operations and fund development—are in charge of resource development and planning. The co-chairs of the working committees plus the chair and PIC president make up an executive committee.



# *Promising Bay Area Community Building Initiatives*

## **Jobs for Youth (cont.)**

### **KEY ACTIVITIES OF THE INITIATIVE**

- Provides a one-stop access point for youth seeking jobs and businesses looking for young workers
- Screens youth and matches them to employers' requirements
- Provides paperwork and payroll services to businesses who hire youth
- Creates internships and other ways to integrate young people into a business setting
- Carries out training and career development for young people

### **DISCUSSION**

According to staff, the Jobs for Youth collaborative has proved that it can act quickly and effectively in a crisis. When federal funding for summer youth jobs was reduced by almost 30% in 1996, the Jobs for Youth sponsors were able to make up the shortfall with their "Say Yes" campaign, which raised \$400,000.

### **MORE ABOUT COSTS AND FUNDING**

The calendar 1996 budget was approximately \$150,000, with roughly 60% donated by the Committee on JOBS and the remainder raised from private foundations, businesses and the Office of the Mayor.

### **EVALUATION AND DESIRED OUTCOMES**

Jobs for Youth's first formal evaluation is scheduled for early 1997. Evaluation consultants will interview sponsors, youth and employers about the project's progress and effectiveness.

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## *Promising Bay Area Community Building Initiatives*

**Project:** JOINT VENTURES SILICON VALLEY CHALLENGE 2000

**Contact:** Tim Cuneo, Senior Executive Director  
408) 271 7213  
jvsveduc@aol.com  
Web site [www.jointventure.org](http://www.jointventure.org)

**Project Description:** Challenge 2000 is a project of Joint Ventures, a business partnership whose mission is to improve the business climate in Silicon Valley. Challenge 2000 seeks to mobilize the business leadership and vast resources of Silicon Valley to create a world-class educational system that enables all students in the greater Silicon Valley to be successful, productive citizens in the 21st century.

The initiative partners businesses with teams of schools using a venture capital model, which means the partners who are investing work very closely with the teams to define and measure returns on their investment, i.e. that students will meet rigorous standards of learning achievement.

The partners—businesses, individuals and foundations—have raised an astonishing \$22.5 million in cash, investments and in-kind contributions which Challenge 2000 is investing as “start-up” capital (cash, equipment and people) to improve student achievement.

### **Unique Characteristics of Challenge 2000:**

- The initiative works only with “vertical slices” of the education system. i.e. elementary, middle and high schools that serve the same students.
- Challenge 2000 is making a long-term commitment, at least 3 years of investment.
- Success will be measured by the impact on student achievement and the demonstration of systemic improvement within the schools.
- The initiative will be driven primarily by the people working in Silicon Valley.
- The Valley’s technology will be used as a powerful learning tool.
- Challenge 2000 will conduct a coordinated regional public information campaign to promote broad changes in public attitudes towards education and greater corporate and community involvement in education.

\*\*\*\*

**When Established:** Planning began in late 1993.

**Stage of Development:** 1995 was the first year of implementation.

**Geographic Target:** The greater Silicon Valley, encompassing Santa Clara and San Mateo counties and the cities of Fremont and Scotts Valley



## *Promising Bay Area Community Building Initiatives*

### **Joint Ventures (cont.)**

<b>Population Target:</b>	All students in the greater Silicon Valley
<b>Organizational Structure:</b>	A board of 9 educators and 9 CEOs of major corporations oversees the project.
<b>Key Funding Sources:</b>	19 leadership companies investing \$1 million each over 3 years in cash, technology and human resources

### **KEY PLAYERS AND HOW THEY WORK TOGETHER**

- Challenge 2000 is a strongly business-led initiative. It is the brainchild of Joint Ventures Silicon Valley (JVSV), a partnership of business, government and the community working together to improve the Valley's business climate and the social services—schools, health and social services—that support new business development.
- JVSV has two on-going projects that teamed up to create Challenge 2000. One is the 21st Century Education Initiative, a coalition of teachers and business, education and community leaders working to improve local schools. The other is Smart Valley, Inc., a coalition of business and community leaders promoting the effective use of technology and networking in education and the wider community.
- The Challenge 2000 board designed the venture capital model for educational reform used by Challenge 2000 and continues to oversee the initiative. The board consists of school district superintendents, top level representatives from the County Office of Education, the Santa Clara County School Board Association and community colleges plus the CEOs of major Silicon Valley companies,
- Schools organize themselves into “vertically sliced” Renaissance Teams, create a local vision and plan for educational reform, and apply for funds. In order to qualify, the teams must comply with outcome requirements set by Challenge 2000.
- Businesses have made major commitments to Challenge 2000. Each of the school teams has a corporate loaned executive working full time for 18 months. Other corporate volunteers are helping to train schools, parents and administrators in the management of fundamental systemic changes.

### **KEY ACTIVITIES OF THE INITIATIVE**

Challenge 2000 will work intensively with Renaissance Teams of schools for at least 3 years each. The initiative will provide funds for teacher release time, experts in technology and process, and people experienced in educational reform. In return each team must:

- Include a “vertical slice” of at least one high school, one middle school, and one elementary school;
- Involve a wide range of partners, drawing from teachers, principals, district administrators, school board members, parents, businesses, and community members;

## *Promising Bay Area Community Building Initiatives*

### **Joint Ventures (cont.)**

- Develop its own unifying vision and plan focused around one or more core subjects (language arts, mathematics, science);
- Develop measurable outcomes for student achievement and an evaluation plan to track progress; and
- At the end of 3 years, have strategies in place to fund and sustain educational innovations.

The initiative has defined a set of goals for student achievement, elements of an effective learning environment, and expectations for community involvement in education.

### **DISCUSSION**

The initiative plans to work with up to 15 Renaissance Teams, providing each with approximately \$1.2 million in resources over 3 years. The resources will be broken down roughly into 1/3 cash, 1/3 people and 1/3 equipment.

The first 5 teams have already been chosen. They are:

- Blossom Valley Learning Consortium, a 10 school team in South San Jose, working on literacy with San Jose State School of Education;
- Building Learning Communities, Palo Alto, focusing on literacy;
- The Overfelt Family, East San Jose, with some of the lowest reading scores in the Valley, developing solid reading and writing skills;
- The River Alliance, San Jose Unified, focusing on environmental sciences built around the Guadeloupe River; and
- The Renaissance Learning Community, Morgan Hill Unified, targeting literacy in kindergarten through third grade, literacy with math problem solving in grades 4-6, and blending literacy and math problem solving skills in 7-12 grades.

Examples of team projects include:

- Blossom Valley, in collaboration with San Jose State, is training new teachers while having them work in school classrooms, and is tying their training to student literacy improvement.
- Overfelt Family, consisting of 2 school districts who rarely talked to each other even though they taught the same students, have joined together to develop measurable leadership outcomes for boards of education, school superintendents and teachers.
- The Palo Alto team has designed ways to identify middle school students at risk of getting lost in the system, with the results that these students have greatly improved scores and greatly lowered incidents of referral for problems. The team is now working on outreach to the parents of these students.

## *Promising Bay Area Community Building Initiatives*

### **Joint Ventures (cont.)**

#### **MORE ON COSTS AND FUNDING**

The majority of Challenge 2000's \$22 million comes from mostly in-kind contributions from the business partners. Challenge 2000 has also raised \$3.5 million in cash from foundations for operating costs and to pay for teacher release time.

#### **EVALUATION AND DESIRED OUTCOMES**

Challenge 2000's overall goal is to foster systemic change between the years 1995 and 2000 that directly involves 10-15% of all public schools in the greater Silicon Valley. Each Renaissance Team must also meet the goals it set for itself. SRI has been hired to evaluate Challenge 2000.

The Challenge 2000 board is discussing ways to expand what they learn to a larger scale, a process that will take place in 3 stages:

1. Training the teams to disseminate the lessons they learn throughout their own districts;
2. Monthly opportunities for team leaders and loaned executives to share experiences; and
3. An annual event to share lessons with the larger educational community.

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## *Promising Bay Area Community Building Initiatives*

**Project:** NAPA VALLEY BUSINESS-EDUCATION PARTNERSHIP AND 21ST CENTURY PROJECT

**Contact:** Barbara Nemko, Executive Director  
707) 253 6832

**Project Description:** The 21st Century Project is a school-to-career initiative of the Napa Valley Business-Education Partnership. The partnership is made up of business people and educators whose goal is to prepare students for the world beyond high school. The project will develop a K-12 career guidance system that prepares students to enter post-secondary education and/or the workforce after high school.

**Project Goals:** By the 21st century:

- All students in the county will enter a “labor market growth career pathway” by 11th grade. These pathways emphasize the skills and knowledge necessary for targeted professional fields.
- All graduates will have successfully completed work-based learning experiences and will demonstrate skill mastery of career major competencies sufficient to earn a Certificate of Mastery.
- All curricula will be upgraded to meet rigorous new state standards. Academic and vocational curriculum will be integrated, and all career pathways will have 2+ 2 articulations (2 years of general curriculum and 2 years of career targeted curriculum).
- All local partners will be active, contributing members of the ongoing partnership.
- All parents/significant adults will become involved in the child’s schooling.

\*\*\*\*

<b>When Established:</b>	Planning began in 1989. The project started in July, 1996.
<b>Stage of Development:</b>	Early implementation
<b>Geographic Target:</b>	Napa County
<b>Population Target:</b>	K-12 students
<b>Organizational Structure:</b>	The Business-Education Partnership serves as the policy-making Advisory Board. An executive committee oversees project.
<b>Key Funding Source:</b>	Joint federal funding of \$210,000 yearly for 5 years from the Departments of Labor and Education

### **KEY PLAYERS AND HOW THEY WORK TOGETHER**

- The Business Education Partnership is the governing body. Its members include all Napa County school districts, the Napa Valley College, the Private Industry Council and 87 local businesses. The executive committee, co-chaired by an educator and a business leader, meets monthly.



# *Promising Bay Area Community Building Initiatives*

## **Napa Valley (cont.)**

- The Napa Valley County Office of Education is the lead agency.
- The City of Napa and County of Napa participate in the partnership. Service providers working with the partnership include the Solano-Napa Agency on Aging, Napa County Health and Human Services, the California Department of Rehabilitation and the California Employment Development Department.

### **PLANNED ACTIVITIES**

- A systematically structured high school program, with schools across districts providing a variety of career pathways and 2+2 academies or career clusters within those pathways
- A rigorous academic program meeting all state requirements
- A career guidance and counseling program where elementary students read career-oriented books and view career videos
- Establishment in middle schools of career centers and the beginning development of career plans
- A work-based learning program placing all students in work environments through job shadowing, mentoring, paid/unpaid work experience, internships and school based enterprises
- Student tutoring
- Parent, community and business involvement
- Teacher involvement and professional development

### **DISCUSSION**

Although in the early stages of implementation, the project has created several career path programs in 3 Napa County high schools, with plans to expand career path choices. The project has also opened a Future Teacher's Academy which places students on an education career path. In addition, parent involvement in the development of curricula and program strategies has increased through the activities of the partnership.

Over 100 business people participate in student leadership conferences. Businesses also provide opportunities for students to job shadow, and a small number of students have completed internships.

### **OUTCOMES AND EVALUATION**

The project's goal is that by the 21st century at least 75% of students will complete the high school requirements for entry into the California State University system.

The federal government has contracted a private firm to evaluate the program.

## *Promising Bay Area Community Building Initiatives*

**Project:** PENINSULA PARTNERSHIP FOR CHILDREN, YOUTH  
AND FAMILIES

**Contact:** Audrey Seymour, Coordinator  
415) 358 8922  
audrey@pcf.org

**Project Description:** The partnership is a coalition of San Mateo businesses, county and city government, schools, nonprofits, foundations, businesses and high school leaders. It is funding projects at 6 sites that will serve as models for comprehensive, integrated, community-based services as well as for informal supports for young children and their families.

The partnership combines a carefully chosen focus on very young children living in low income areas with a willingness to let communities define their own needs and choose their own activities to meet those needs. The leaders of the partnership hope that by funding demonstration projects in high need San Mateo communities, the lessons learned will translate into service reform throughout the county.

**Project Goal:** The partnership's goal is to strengthen families so they can meet the health, education, social, emotional and economic needs of young children to enable them to succeed in school and in life.

\*\*\*\*\*

<b>When Established:</b>	Planning began in 1994; implementation began in October 1995.
<b>Stage of Development:</b>	The program is in the implementation phase, with 6 communities embarked on 5 year plans.
<b>Geographic Target:</b>	San Mateo County cities of Daly City, East Palo Alto, Menlo Park, Pacifica, Redwood City and San Mateo
<b>Population Target:</b>	The focus is on families with children from before birth through the third grade.
<b>Organizational Structure:</b>	The partnership is governed by the Peninsula Partnership Council.
<b>Key Funding Source:</b>	\$1 million grant from the federal Family Preservation and Support Program (FPSP)

### **KEY PLAYERS AND HOW THEY WORK TOGETHER**

- The partnership is a creation of the Partnership Council, consisting of 22 representatives from cities and the county, community-based family serving agencies, school districts and foundations. The council, which meets monthly, is co-chaired by San Mateo County Supervisor Mary Griffin and Peninsula Community Foundation Executive Director Sterling Speirn. It is responsible for policymaking, fundraising and overall project leadership.

# *Promising Bay Area Community Building Initiatives*

## **Peninsula Partnership (cont.)**

- The Peninsula Community Foundation serves as the fiscal agent and houses the project.
- The partnership selected the 6 sites in San Mateo County because they are home to large numbers of children and families in need. At each site the partnership funds and works with a community-based collaborative team of representatives from schools, cities and community organizations.

## **KEY ACTIVITIES OF THE PARTNERSHIP**

- At each of the 6 sites the collaborative team has developed and is implementing a 5 year plan to integrate services and build community for young children. Activities vary, based on community-identified needs.
  - > In Daly City, the Futures Project runs 4 school-based family support centers. Partnership funds allow the centers to add to their other services a model tutoring program for K-3rd graders, home visits to the families of pre-schoolers, and peer counseling for teenage mothers.
  - > In Pacifica, the collaborative has hired an Outreach Worker to visit schools and homes seeking families who need services but are hard to reach.
  - > In Redwood City, the Taft-Friendly Acres Family Resource Center is funded by the partnership to help over 100 families with bi-lingual outreach and case management, counseling, parent education and support groups, after school recreation, gang prevention and other services.
  - > In East Palo Alto, the partnership supports a local collaborative whose eventual goal is to open a family resource center. As the first priority, the collaborative has started a child care scholarship program that will allow children to attend summer recreation programs while their parents are enrolled in job training programs.
  - > In Menlo Park, the partnership has funded a local collaborative to create a new summer school program for pre-kindergartners. The program prepares children to learn in grade school and also prepares and encourages parents to participate in their children's education.
  - > The county of San Mateo, after a community-wide planning process, decided to use partnership funds for a county-wide literacy campaign to encourage reading to and with children at home and in the community.
- The partnership supports the chosen sites in 3 ways:
  - > Funding, including the distribution of the over \$1 million in FPSP funds;
  - > Technical assistance to the sites, including needs assessments, strategic planning, and leadership training to encourage collaboration and peer -learning opportunities;
  - > Advocacy for county-wide policy changes and resource allocation.



# *Promising Bay Area Community Building Initiatives*

## **Peninsula Partnership (cont.)**

### **DISCUSSION**

- The partnership is guided by the following core principles:
- To view the needs of the whole child within the context of his or her family and community;
- To meet comprehensive needs in an integrated way;
- To provide assistance at the earliest possible opportunity, to focus on outcomes;
- To redirect existing resources; and
- To involve families and community members in planning and implementation.

One of the most important roles of the Partnership Council is to ensure that lessons learned at the 6 sites result in system-wide changes to county policies and spending priorities.

### **MORE ON COSTS AND FUNDING**

Each site will receive \$30,000-\$52,000 a year over five years.

The partnership's funding goal is \$250,000 a year over the next 5 years to support the site plans. In 1996 the partnership raised \$180,000 to match the \$180,000 in federal Family Preservation and Support funds, all of which went to the sites. An additional \$60,000 raised by the partnership paid for technical assistance and training.

Grants from 5 Bay Area foundations, totaling about \$350,000 a year, cover matching funds, staff, operations and overhead costs.

One of the goals of the partnership is to sustain (mostly through reallocation of existing dollars and staff) the best practices and systems changes initiated by the site projects.

### **EVALUATION AND DESIRED OUTCOMES**

The Partnership has hired an independent consultant to evaluate the program. Key areas of evaluation include:

- The effectiveness of the collaborative approach to community planning.
- The extent to which system barriers are identified and remedied.
- The effect on organizations, delivery systems and public policy.
- The impact on the health and well-being of young children and families in the funded communities.
- The impact on the county as a whole.

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## *Promising Bay Area Community Building Initiatives*

**Project:** WORKFORCE SILICON VALLEY (WSV)

**Contact:** Richard Schorske, Executive Director  
415) 945 0494

**Project Description:** Workforce Silicon Valley is a community-based campaign to enhance the economic vitality of the Silicon Valley community through the development of a world class workforce. To achieve its mission WSV is setting up Learning Collaboratives centered on high growth, high wage regional employment clusters. These collaboratives include employers, K-12 schools, colleges, labor and community-based organizations. In addition, WSV is working individually with high schools and colleges to promote whole-school implementation of the organizational and instructional changes needed to equip students with the skills and knowledge required to succeed in the 21st century.

### **Key Principles:**

- The application of high -level academic skills to real-world problems
- The integration of secondary and post-secondary curriculum
- The integration of work-based and school-based learning

\*\*\*\*

**When Established:** Planning began in 1994; implementation began in July 1996.

**Stage of Development:** Implementation phase

**Geographic Target:** Santa Clara County

**Population Target:** K-12 and college students and youth in Santa Clara County

**Organizational Structure:** A 23 member Board of Directors composed of and private sector executives sets policy for and oversees WSV.

**Key Funding Source:** A five year, \$4 million grant jointly funded by the US Departments of Labor and Education

### **KEY PLAYERS AND HOW THEY WORK TOGETHER**

- Executives of Silicon Valley corporations, college chancellors, school superintendents, directors of Private Industry Councils, and representatives of labor, parents and students serve on the Board of Directors.
- A Collaborative Council of 23 program administrators and managers from schools, the County Office of Education, community colleges, businesses and labor plus students and parents meets monthly. A number of councils and ad hoc task forces under the Collaborative Council do the work of WSV, including choosing new learning collaboratives and setting standards and measures of achievement.



# *Promising Bay Area Community Building Initiatives*

## **Workforce Silicon Valley (cont.)**

### **KEY FIRST YEAR ACTIVITIES OF THE INITIATIVE**

- Development of a Leadership Institute that trains teachers in integrated and applied curricula and teaching methodologies
- Creation of focused school-to-career learning collaboratives in 6 high skill, high-wage fields through partnerships with 17 high schools and 7 community colleges (which will expand to 34 high schools by the year 2000)
- Implementation of a school-to-work curriculum on a whole-school basis in 6 high schools and one community college during 1996-7, involving a revision of strategic planning and the use of data to drive curriculum
- Partnership with New Ways Workers/San Jose to identify work-based learning opportunities that are integrated with school learning
- Development of a new performance-based assessment system that will provide reliable data on students' readiness for college-level and high-skill work.
- Creation of internships and site visits for teachers to high-performance firms.
- A project to create career awareness for 100 middle school classrooms through a partnership with Junior Achievement.
- Development of a regional electronic student tracking system to provide better data on student outcomes
- Public involvement with WSV's goals and activities through a series of high-profile community meetings, workshops, and executive briefings

### **DISCUSSION**

The Learning Collaboratives established so far are advanced manufacturing, multi-media, information systems, health and bio-sciences, financial services and advanced apparel technology.

Collaboratives chose their own projects. As one project example, the advanced manufacturing collaborative, working with Mission College and San Jose City College, developed a certificate program for students that qualify them for high skill, high wage jobs in the semi-conductor industry.

### **TIMELINE**

The 5 year federal grant runs through 2001.





# *Promising Bay Area Community Building Initiatives*

## **Workforce Silicon Valley (cont.)**

### **MORE ON COSTS AND FUNDING**

The fiscal 1996-7 budget is \$1.8 million. In addition to the federal funds, WSF has raised \$350,000 from businesses and foundations, including the Walter S. Johnson Foundation, The David and Lucille Packard Foundation, The James Irvine Foundation, Intel, AMD, Apple Computer, PG&E, Raychem, Applied Materials, Pacific Telesis, Lockheed, Quantum, Solectron, and Sun Microsystems.

### **EVALUATION**

WSV's bottom line outcome goal is that 85% of graduating seniors participating in WSV will have spent 320 hours working in industries related to their fields of study.

Staff are currently working on baseline data, e.g. student grades, job placement rates of participating and nonparticipating students etc.

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## BAY AREA "PROMISING INITIATIVES"

This document is a work in progress. We are continuing to update the initiatives profiled in this volume as well as researching other promising initiatives. Your recommendations for other initiatives that should be profiled as well as your comments, additions and corrections to this volume are most welcome.

**Please use this form to provide us with as much information as you have. We'll follow up with the rest. Fax this form to the attention of John Halpin, Program Associate, Northern California Council for the Community (FAX 415-391-9929).**

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Founded in 1993, The Northern California Council for the Community (NCCC) is a nonprofit organization providing leadership in community building throughout our region. In partnership with The United Way, business, labor, government, foundations, community-based organizations and neighborhoods in the Bay Area, the NCCC is a clearinghouse for and proponent of "best practices" for creating and sustaining healthy, prosperous and self-sufficient communities.

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### NCCC accomplishments include:

- The *What Works!* Project which involved: 1) national research on what community programs are achieving results and why they are successful, 2) the development of a set of *What Works!* principles based on this research, and 3) two Bay Area conferences to test and refine the principles with policy makers, funders and practitioners. At the core, the *What Works!* principles call for a major shift in focus for community-based programs, from one that addresses community needs and dependencies to one that fully incorporates and builds on community assets and strengths.
- Publication and dissemination of the manual *Building Healthy and Safe Communities: Principles for Designing and Delivering Successful Community Programs*.
- Development of tools, educational materials and an ongoing program of technical assistance for both The United Way of the Bay Area and its grantees to achieve community goals through outcome-based strategies, program evaluation and the application of the *What Works!* principles.
- Publication and dissemination of *Understanding Outcomes: A Handbook for Understanding, Developing and Evaluating Outcomes*, to help those engaged in individual, community or systems change efforts to describe, measure and communicate what will change as a result of their efforts.
- Conducting and issuing the findings of a community health assessment for *Building a Healthier San Francisco*, a consortium of San Francisco hospitals, the San Francisco County Department of Public Health and the Hospital Council of Northern California.
- Serving as Secretariat for the *Bay Area Partnership for Building Healthy and Self-Sufficient Communities for Economic Prosperity*, a growing coalition of individuals and organizations committed to "bringing to scale" successful collaborations among regional economic development efforts, local, state and federal governments, local community-based organizations and educational institutions.
- Strengthening linkages among economic development specialists, community-based service providers and business, education, government and neighborhood leaders at a conference which focused on regional economic development strategies for neighborhood revitalization.





**Ongoing NCCC activities include:**

- Operation of the HELPLINE (415.772.HELP or 800.273.6222), the Bay Area's comprehensive information and referral service, which connects 38,000 individuals and families from nine counties to community-based organizations, self-help groups and other resources for physical, mental and emotional health, civic participation and self-sufficiency. The HELPLINE also participates in a several regional collaborative projects to benefit Bay Area residents including: the *Voter Registration Information and Assistance Campaign*, the *Earned Income Tax Credit Education Campaign*, and the *Disaster Preparedness Network*. HELPLINE products and services include resource directories, custom trainings, and custom mail lists and labels.
- Fiscal sponsorship services for community-building projects in the region.
- Outcomes trainings and technical assistance for United Ways and community-based organizations in Northern California.
- Research on community assets, needs and successful outcome indicators to assist United Ways and other funders in 1) directing resources to programs and initiatives that are outcome based and employ the *What Works!* principles and 2) to evaluate efforts to achieve community-wide goals.
- Staff support for three Action Committees charged with implementing the community-defined health care projects of the *Building a Healthier San Francisco* consortium.
- Fiscal sponsorship and collaborative staff support of the nine-county *HUD Regional Homelessness Initiative* to develop and fund innovative, collaborative, outcomes-based programs to reduce homelessness.

**Future NCCC activities include:**

- Development of the *Bay Area Demonstration Project*, sponsored by the *Partnership for Building Healthy and Self-Sufficient Communities for Economic Prosperity*, to secure 1) local agreement to apply the *What Works!* principles in all community building activities, 2) Federal and State agreement to support local flexibility in community building, and 3) to achieve agreed-upon goals for the region.
- Development of a sustained, focused process for neighborhood capacity building around achievement of desirable outcomes.

**For more information about NCCC, please contact:**

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